UHI | INVERNESS

Meeting	Finance and General Purposes Committee
Date and time	Thursday 05 March 2026 at 9.00 a.m.
Location	Microsoft Teams

Governance Officer
20 January 2026

AGENDA

The timings on this agenda are indicative only and may extend beyond times highlighted.

Welcome and Apologies

Declaration of Interests and/or any Statement of Connections or Transparency Statements.

ITEMS FOR DECISION

09:00 – 09:05 **1) MINUTES**
- a.) Minutes of the Finance and General Purposes Committee Meeting held on 06 November 2025
- b.) Confidential Note (CN-01-112025) of the Finance and General Purposes Committee Meeting held on 06 November 2025
- c.) Confidential Note (CN-02-112025) of the Finance and General Purposes Committee Meeting held on 06 November 2025
- d.) Confidential Note (CN-03-112025) of the Finance and General Purposes Committee Meeting held on 06 November 2025

09:05 – 09:10 **2) OUTSTANDING ACTIONS**

09:40 – 09:50 **3) FE & HE FEES 2026/27**
Report by the Director of Finance and Estates

ITEMS FOR DISCUSSION

09:50 – 10:00 **4) CAPITAL & REVENUE BUDGET MONITORING**
Report by Director of Finance and Estates

a.) Capital Budget Monitoring
b.) Revenue Budget Monitoring

10:00 – 10:15 **5) DRAFT FINANCIAL RECOVERY PLAN (CONFIDENTIAL)**
Report by VP Curriculum, Operations and External Relations & Director of Finance and Estates

10:15 – 10:30 **6) HEALTH AND SAFETY UPDATE (CONFIDENTIAL)**
Report by Health, Safety and Sustainability Manager

10:30 – 10:40 **7) STUDENT RECRUITMENT**
Report by Management Information Systems Manager

10:40 – 10:50 **8) KPI MATRIX**
Report by Operations and Commercial Manager

10:50 – 11:00 **9) STRATEGIC PLANNING 2026/27**
Report by Governance Officer

a.) Terms and Conditions – FGP Committee
b.) Scheme of Delegation
c.) Code of Good Governance 2025-26

FOR NOTING

11:00 – 11:00 **10) OPERATIONS AND EXTERNAL RELATIONS REPORT (CONFIDENTIAL)**
Report by Vice Principal – Curriculum, Operations and External Relations

11:00 – 11:00 **11) 6 MONTHLY GDPR REPORT**
Report by Information Development Manager

11:00 – 11:00 **12) ESTATE CAMPUS REPORT**
Report by Estates and Campus Services Manager

11:00 – 11:00 **13) FREEDOM OF INFORMATION ANNUAL REPORT**
Report by Governance Officer

11:00 – 11:00 **14) AOCB**

15) DATE AND TIME OF NEXT MEETING
F&GP Committee Meeting on 11 June 2026 at 9a.m.

If any member wishes to add an item of business to the Agenda, please inform the Chair and the Governance Officer as soon as possible. Additional items of business will only be considered for inclusion in the agenda in advance of the start of the meeting.

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Subject/Title:	Outstanding Actions
Author: [Name and Job title]	Ludka Orlowska-Kowal Governance Officer
Meeting:	FGP Committee
Meeting Date:	05 March 2026
Date Paper prepared:	25 February 2026
Brief Executive Summary of the paper:	This paper provides the FGP Committee with an update on all outstanding actions. The status of the actions has been clearly marked, with updates provided for outstanding actions.
Action requested: [Approval, recommendation, discussion, noting]	Discussion and Noting.
Link to Strategy: Please highlight how the paper links to, or assists with:**:** □ compliance □ partnership services □ risk management □ strategic plan □ new opportunity/change	Governance Compliance
Resource implications:	Yes / No **If yes, please specify**:
Risk implications:	Yes / No **If yes, please specify:** Operational: Organisational:
Equality and Diversity implications:	Yes/No **If yes, please specify:**
Student Experience Impact:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A

Status – [Confidential/Non confidential]	Non-Confidential
Freedom of Information Can this paper be included in "open" business* [Yes/No]	Yes

*If a paper should **not** be included within "open" business, please highlight below the reason.

Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)		Its disclosure would constitute a breach of confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

Further guidance on application of the exclusions from Freedom of Information legislation is available via

http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp and

http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Purpose of the report

To provide the FGP Committee with an update on all outstanding action.

Executive Summary

The FGP Committee oversees and monitors the progress of all actions and recommendations raised to date. The status of the actions has been clearly marked, with updates and comments provided for outstanding actions. The Governance Officer monitors the action progress and contacts all actions owners for updates on a regular basis.

Progress update:

- FGP Committee action list:
  - ✓ 9 actions complete
  - ✓ 2 outstanding actions

Action	Reporting Year	Status	Finding	Recommendation	Recommendation Significance	Implementation Date	Responsible Officer	Comments
1	07/03/2024 2023/2024	Ongoing	**UHI Research Funding:** The Committee expressed concerns regarding the ongoing curriculum review, Research's place within the new structure and asked for clarification about the regional funded research across the UHI and its redistribution of funding.	Regional funded research and its redistribution to be looked at across UHI.	Medium	May-24	The Principal	
2	03/02/2025 2024/25	Complete	**No fixed asset register:** UHI Inverness does not hold and maintain a Fixed Asset Register. This creates a risk that College assets are not being correctly recorded or accounted for.	It is recommended that a fixed asset register is created and maintained going forward.	High	31 June 2025	Director of Finance and Estates	**Update at 03/06/2025:** Sample of physical verification/ownership can be provided only when an asset has been purchased. Depending on the purchase date this could create problems. **Update at 08/09/2025:** Draft of fixed asset register has been completed, showing assets from 2023/24 and prior years. 24/25 now to be added and checked to estates fixed asset register. **Update at 09/12/2025:** A fixed asset register has been created and maintained in 2024/25 and going forward.
3	03/02/2025 2024/25	Complete	**Information provided to valuer:** UHI Inverness does not keep floor plans and site plans of the land and buildings that have been revalued. This prevents the audit team from verifying the inputs that are used in the revaluation calculation. UHI Inverness sent these measurements to Shepard's (external valuer) in 2019 when they were first engaged and have not maintained them since.	It is recommended that floor plans are maintained annually and provided to the College's external valuer ahead of each valuation per the rolling valuation cycle.	Medium	31 June 2025	Director of Finance and Estates	**Update at 08/09/2025:** Floor plans have been requested from GTFM, action will be completed for next valuation in 2027/28. **Update at 09/12/2025:** The floor area plans will be provided for next valuation in 2 years time.
4	03/02/2025 2024/25	Complete	**NPD creditor agreement:** We noted that the College has not retained the original NPD service concession agreement.	It is recommended that the College seek to source a copy of the original NPD service concession agreement and retain this going forwards.	Medium	31 June 2025	Director of Finance and Estates	**Update at 08/09/2025:** Information and documents have been located, will provide this to Deloitte.
5	03/02/2025 2024/25	Complete	**Retention of grant agreements for deferred capital grants:** We noted that the College have not retained the original grant agreements for many of the capital grants.	It is recommended that the College looks to source original grant income documentation from the relevant party and moving forward, we would suggest that they retain any relevant documentation.	Medium	31 June 2025	Director of Finance and Estates	**Update at 08/09/2025:** Copies of grant agreements are now being kept by Finance department. **Update at 09/12/2025:** External Auditors now retain a copy of all new deferred grant documents from 2024/25.
6	06/11/2025 2025/26	Complete	**Revenue Budget Monitoring:** Discussion about staffing and vacancy management, the importance of scrutinising and maximising expenditure growth and expenditure income took place.	Analysis report and clear timeline requested in regard to efficiency ratios in terms of curriculum planning.	Medium	March '26	Head of Operations & Business Performance	**Update at 03/02/2026:** Presentation to the Board.
7	06/11/2025 2025/26	Complete	**Revenue Budget Monitoring:** The Chair requested from the VP Curriculum, Operations & External Relations a one page report that would provide a short narrative around systems and analysis introduced by college to monitor staff expenditure costs.	The Chair requested a report that would provide a short narrative around systems and analysis introduced by college to monitor staff expenditure costs.	Medium	March '26	VP Curriculum, Operations & External Relations	**Update at 03/02/2026:** Presentation to the Board.
8	06/11/2025 2025/26	Complete	**Summary of Financial Accounts for 2024/25:** Discussion about the concerning audit delay patterns, consequences of missing SFC's deadline and mitigating measures took place.	The Chair requested an update to the Committee about the financial accounts' progress after today's meeting with Deloitte.	Medium	06/11/2025	Director of Finance and Estates	Action completed on 07/11/2025.
9	06/11/2025 2025/26	Ongoing	**Health & Safety Update:** The Chair would welcome a confirmation on the timeline in regard to the issues raised by college with GTFM about the fire doors compliance with the recently completed fire risk assessment.	Concerns re fire doors to be raised on behalf of the Chair of the FGP Committee with the GTFM Board.	Medium	March '26	Director of Finance and Estates	
10	06/11/2025 2025/26	Complete	**Estates Campus Report:** The Chair would welcome for the future Estates Campus Reports to include the financial impact of the gas against electricity.	The future Estates Campus Reports to include the financial impact of gas against electricity.	Medium	March '26	Estates and Campus Services Manager	
11	06/11/2025 2025/26	Complete	**District Valuer Procedure:** The Governance Actions to Strengthen Property Transaction Oversight procedure had been shared by the Chair of the Board and recommended by the Vice Principal Curriculum, Operations and External Relations to be added to the remit of the Estates and Campus Reports	The procedure to be taken through the internal verification process and to be presented to the Policy and Procedure Review Panel.	Medium	March '26	Gov Officer & Quality	**Update at 26/01/2026:** It was agreed at the Policy & Procedure Review Panel meeting that the Director of Finance and Estates & Estates and Campus Services Manager will review the existing financial policies to see which one the procedure would sit under.

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Finance and General Purposes Committee

Subject/Title:	FE and HE Fees 2026/27
Author:	Niall McArthur, Director of Finance & Estates
Meeting:	Finance & General Purposes Committee
Meeting Date:	5 March 2026
Date Paper prepared:	27 February 2026
Brief Summary of the paper:	To present the FE and HE fees for 2026/27 to the committee, the FE fees are for approval and the HE fees are for noting.
Action requested: [Approval, recommendation, discussion, noting]	Approval/ Noting

Link to Strategy: Please highlight how the paper links to, or assists with:: ☐ compliance ☐ partnership services ☐ risk management ☐ strategic plan ☐ new opportunity/change	Financial Sustainability
Resource implications:	Yes – monitoring of Financial Resources **If yes, please specify**:

Risk implications:	Yes **If yes, please specify:** Financial Operational
Equality and Diversity implications:	N/A
Student Experience Impact:	None
Consultation: [staff, students, UHI & Partners, External] and provide detail	None
Status – [Confidential/Non confidential]	Non-Confidential
Freedom of Information Can this paper be included in "open" business* [Yes/No]	Yes

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Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

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http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Recommendation

That members approve the FE fees for 2026/27 and note the HE fees for 2026/27, as these are set by UHI.

Purpose of report:

To present the FE and HE fees for 2026/2027 and ask for the Finance & General Purposes Committee to approve the FE fees and to note the HE fees, which are set by UHI.

Background

Under the Financial Memorandum between UHI Inverness and UHI EO, the college must set FE tuition fees on an annual basis, with HE fees being set and approved by UHI. The FE fees must be approved by the Finance and General Purposes Committee and the Board of Management before the beginning of the next academic year.

FE and HE Fees for 2026/27

FE Fees

Currently, each academic partner sets its own FE fees, which means that colleges within UHI currently charge different amounts for the same course. It is our aspiration to see a Single Policy Environment agreed across the UHI Partnership, to enable a single FE tuition fee to be set for each course across all UHI Academic Partners.

In terms of the propsed FE tuition fees for 2026/27, at present, the current inflation rate in January 2026 is 3%. Therefore, the proposal is to increase FE fees by 3% for 2026/27. When considering the FE tuition fees it's worth noting the following:

- The majority of FE students do not pay tuition fees as they meet the eligibility criteria for the Fee Waiver Policy e.g. they are full time Scottish residents or studying part time on the Senior Phase provision or in receipt of benefits.
- Modern Apprentices do not pay fees.
- Commercial fees are set based on market rates with a contribution to overhead/margin on a course by course basis with responsibility for these being delegated to the Vice Principal, Operations & External Relations.

Last year we were able to publish the fees on the UHI Inverness website under each course to make it easier for students to understand the fee liabilty for their course. All FE fees which are set by the college are noted in appendix 1 of the report.

HE Fees

In terms of HE tution fees, as stated above, these are set and approved by UHI on an annual basis. However, one of the major issues regarding HE tuition fees is that HE fees for Undergraduate Degrees and HNs are set by SFC/ SG, and have not changed since 2009/10, 15 years ago. Assuming an average increase of 2% pa over the last 15 years, and the current number of HE student fte's for 2026/27, the college is losing out on almost £700,000 of tuition fee funding from SAAS/ SFC.

The HE fees which are set by UHI are noted in appendix 2 of the report.

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DRAFT Tuition Fees & Charges 2026/27

Further Education		Fees for 2026/27	Fees for 2025/26	Increase in Fees from 2025/26	Comments
SVQ (Scottish Vocational Qualification) & NQ's (National Qualifications NC)					
Full-time per year - Scottish Students		£1,956	£1,899	£57	
Full-time per year RUK Students		£6,523	£6,333	£190	
Full-time per year International including EU Students		£6,523	£6,333	£190	
Part-time - per NC single credit unit - Scottish Students		£134	£130	£4	
Part-time - per NC single credit unit - RUK Students		£530	£515	£15	
Part-time - per NC single credit unit - International including EU Students		£530	£515	£15	
Part-time - per SVQ L1, 2, 3 or 4 unit (with Assessor)		£171	£166	£5	
Part-time - per SVQ L1, 2, 3 or 4 unit (with Assessor) RUK & International Students		£571	£554	£17	
Highers, National 4 & 5- Scottish Students		£393	£382	£11	
Highers - RUK & International		£1,590	£1,544	£46	
Department Specific Courses Engineering Craft					
NC Engineering & SVQ Level 2 Performance Engineering Operations		£3,409	£3,310	£99	
SVQ Level 2 Performance Engineering Operations only		£1,956	£1,899	£57	
Care Sections - IC - Fees are with Fiona Skinner to consult with Academic Partners					

	Fees for 2026/27	Fees for 2025/26	Increase in Fees from 2025/26	Comments
PDA Internal Verification of Workplace Assessment Level 8	£602	£584	£18	
PDA Mental Health Peer Support 2 Credits	£275	£267	£8	
PDA Workplace Assessment Using Direct & Indirect Methods	£602	£584	£18	
SVQ Level 2 - All Care Courses - Additional Fee if not completed within 1st Year, 3 months extra support	£229	£222	£7	
SVQ Level 2 (6 SVQ units) - All Care Courses - Course Fee - with Assessor	£1,023	£993	£30	
SVQ Level 3 - All Care Courses - Additional Fee if not completed within 1st Year, 3 months extra support	£229	£222	£7	
SVQ Level 3 (8 SVQ units) - All Care Courses - Course Fee - with Assessor	£1,364	£1,324	£40	
Business - IC				
PDA Book Keeping	£376	£365	£11	
PDA Medical Administration - 8 Credits, over 2 years	£376	£365	£11	
Forestry - IC				
PDA Forestry Operation - 7 Credits	£658	£639	£19	
Construction and Built Environment				
PDA Carpentry & Joinery - 8 Credits	£752	£730	£22	
Other				
CPD Counselling skills certificate (Cosca)	£470	£456	£14	

UNIVERSITY OF THE HIGHLANDS AND ISLANDS - Tuition Fees

2026/27 Fees
Course fees to be confirmed
RUK bursaries – income threshold list

UNDERGRADUATE (full-time/per year) - course webpagesidentify the correct fee allocated depending on on-campus/online options.

	Scotland domiciled		*Scotland domiciled*		*EU/EEA/Swiss nationals with settled or pre-settled status in the UK*		*EU/EEA/Swiss nationals with settled or pre-settled status in the UK*		*Rest of UK domicile (For on-campus degree students, 4th year free for continuous study)* [3]								*EU without settled or pre-settled status in the UK. EEA or Swiss national without settled status or self-employed or migrant workers with pre-settled status in the UK.*								*International (non-EU domicile)*									
Fee status	*SC* [1], [2]		*SC* [1], [2]		*SCEU*		*SCEU*		*RUK*		*RUK*		*RUKO*		*RUKO*		*INTEU* [4]		*INTEU* [4]		*INTEUO*		*INTEUO*		*INT*		*INT*		*INTO*		*INTO*			
	On and off campus (with term-time address in Scotland)		*On and off campus (with term-time address in Scotland)*		*On and off campus (with term-time address in Scotland)*		*On and off campus (with term-time address in Scotland)*		*On campus (with term-time address in Scotland)*		*On campus (with term-time address in Scotland)*		*Off campus (with no term-time address in Scotland). Includes EU nationals with settled or pre-settled status with term-time address in the rest of the UK*		*Off campus (with no term-time address in Scotland). Includes EU nationals with settled or pre-settled status with term-time address in the rest of the UK*		*On-campus (term-time address in Scotland)*		*On-campus (term-time address in Scotland)*		*Off campus (with no term-time address in Scotland) Includes EU nationals who have settled or pre-settled status in the UK*		*Off campus (with no term-time address in Scotland) Includes EU nationals who have settled or pre-settled status in the UK*		*On campus (with term-time address in Scotland)*		*On campus (with term-time address in Scotland)*		*Off campus (with no term-time address in Scotland) with*		*On campus (with term-time address in Scotland)*		*RUK bursaries* [5]	
	2025/26 Fees		*2026/27 Fees in £*		*2025/26 Fees*		*2026/27 Fees in £*		*2025/26 Fees*		*2026/27 Fees in £*		*2025/26 Fees*		*2026/27 Fees in £*		*2025/26 Fees*		*2026/27 Fees in £*		*2025/26 Fees*		*2026/27 Fees in £*		*2025/26 Fees*		*2026/27 Fees in £*		*2025/26 Fees*		*2026/27 Fees in £*			
	FT	*Per unit*	*FT*	*Per unit*	*FT*	*Per unit*	*FT*	*Per unit*	*FT*	*Per unit*	*FT*	*Per unit*	*FT*	*Per unit*	*FT*	*Per unit*	*FT*	*Per unit*	*FT*	*Per unit*	*FT*	*Per unit*	*FT*	*Per unit*	*FT*	*Per unit*	*FT*	*Per unit*	*FT*	*Per unit*	*FT*	*Per unit*	*income*	*F/T*
HNC/D - (15 units)	1285	86	1285	86.00	1285	86	1285	86.00	7440	496.00	7886	526.00	n/a	n/a	n/a	n/a	8925	595	9460	630	n/a	n/a	n/a	n/a	8925	595.00	9460	630	n/a	n/a			<20.0k	1800.00
	F/T	*Per credit*	*F/T*	*Per 20 credit module*	*F/T*	*Per credit*	*F/T*	*Per 20 credit module*	*F/T*	*Per credit*	*F/T*	*Per 20 credit module*	*F/T*	*Per credit*	*F/T*	*Per 20 credit module*	*F/T*	*Per credit*	*F/T*	*Per 20 credit module*	*F/T*	*Per credit*	*F/T*	*Per 20 credit module*	*F/T*	*Per credit*	*F/T*	*Per 20 credit module*	*F/T*	*Per credit*	*F/T*	*Per 20 credit module*	<22.5k	1200.00
BA, BLitt, BA(Hons), BLitt(Hons), MA(Hons) - (120 credits)	1820	*15.25*	1820	305.00	1820	15.25	1820	305.00	9250	77.08	9790	1632.00	6420	53.50	6805	1135.00	12,870	107.25	16,820	2805.00	7080	59.00	7505	1251.00	15,870	132.25	16,820	2805.00	7080	59.00	7505	1251.00		
South Asia scholarship applicable to above:10% discount [6]	*n/a*	*n/a*	n/a	n/a	*n/a*	*n/a*	n/a	n/a	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*1587*	*n/a*			*n/a*	*n/a*	*n/a*	*n/a*		
BSc, BEng, BSc(Hons), BEng(Hons) - (120 credits)	1820	15.25	1820	305.00	1820	15.25	1820	305.00	9250	77.08	9790	1632.00	6420	53.50	6805	1135.00	12,950	107.92	17,970	2995.00	7800	65.00	8265	1378.00	16,950	141.25	17,970	2995.00	7800	65.00	8265	1378.00		
South Asia scholarship applicable to above:10% discount [6]	*n/a*	*n/a*	n/a	n/a	*n/a*	*n/a*	n/a	n/a	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*1695*	*n/a*			*n/a*	*n/a*	*n/a*	*n/a*		
CertHE and DipHE (same fee as HN for fundable Scottish & SCEU) [7]	1285	10.75	1285	215.00	1285	10.75	1285	215.00	7440	62.00	7886	1315.00	6420	*54*	6805	1135.00	8,925	74.38	9460	1577.00	7080	59.00	7505	1251.00	8,925	74.38	9460	1577.00	7080	59.00	7505	1251.00		
Education PGDE (Primary or Secondary) (120 credits)	1820	15.25	1820	305.00	1820	15.25	1820	305.00	9250	77.08	9790	1632.00	n/a	n/a	n/a	n/a	12,870	107.25	16,820	2805.00	n/a	n/a	n/a	n/a	15,870	132.25	16,820	2805.00	n/a	n/a	n/a	n/a		
Teaching qualification FE (SCQF 9) CPD Awad (60 credits) (Part-time)	1500	n/a	1590	n/a	1500	n/a	1590	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	3540	n/a	3753	n/a	n/a	n/a	n/a	n/a	3540	n/a	3753	n/a		
Nursing BSc [8]	1820	n/a	1820	n/a	1820	n/a	1820	n/a	9250	n/a	9790	n/a	n/a	n/a	n/a	n/a	12,950	n/a	16,820	n/a	n/a	n/a	n/a	n/a	16,950	n/a	17,970	n/a	n/a	n/a	*n/a*	*n/a*		
Clinical Assessment for Advanced Practitioners (SCQF level 11) CPD Award	n/a	37.5	n/a	795.00	n/a	37.5	n/a	795.00	n/a	37.5	n/a	795.00	n/a	n/a	n/a	n/a		50.5		1071.00	n/a	n/a	n/a	n/a	n/a	50.50	n/a	1071.00	n/a	n/a	*n/a*	*n/a*		
Prescribing for Healthcare Professionals (SCQF level 11) CPD Award	n/a	37.5	n/a	795.00	n/a	37.5	n/a	795.00	n/a	37.5	n/a	795.00	n/a	n/a	n/a	n/a		50.5		1071.00	n/a	n/a	n/a	n/a	n/a	50.50	n/a	1071.00	n/a	n/a	*n/a*	*n/a*		
Minor Injuries Management CPD	n/a	37.5	n/a	795.00	n/a	37.5	n/a	795.00	n/a	37.5	n/a	795.00	n/a	n/a	n/a	n/a		50.5		1071.00	n/a	n/a	n/a	n/a	n/a	50.50	n/a	1071.00	n/a	n/a	*n/a*	*n/a*		

1= Scottish government set undergraduate fees. This fee status and fee level also applies to Republic of Ireland students meeting the residency conditions of 3 years in the UK, EEA, EU or Switzerland (check fee status codes and evidence spreadsheet for more detail).
2=Note that EU nationals starting pre-2021-22 who were eligible for Scottish Government funding support (EU fee status) will retain this fee status and level (same as Scotland domiciled) for the duration of their course (for continuous study) including where they are progressing through a 'top-up' degree structure.
3=Note that EU nationals studying online from home pre-21-22 (EUO fee status) will retain this fee status and fee level (same as RUKO) for the duration of their course (for continuous study) including the no fee increase guarantee.

5=See fee policy for application and eligibility for RUK bursary
6= Applied as a discount by HAP for applicants whose INT fee domicile is Bangladesh, Bhutan, India, Nepal, Pakistan, Sri Lanka (see fees policy for more detail)
7= See course webpage for the fees for the Professional Golf PGA DipHE
8= SC students eligible for NHS bursary.
Not all programmes are validated for delivery in all territories and for all modes of delivery

POSTGRADUATE (Masters = 180 credits)

	Scotland domiciled		*Scotland domiciled*		*EU/EEA/Swiss nationals with settled or pre-settled status in the UK*		*EU/EEA/Swiss nationals with settled or pre-settled status in the UK*		*Rest of UK domicile (For on-campus degree students, 4th year free for continuous study)* [3]								*EU without settled or pre-settled status in the UK. EEA or Swiss national without settled status or self-employed or migrant workers with pre-settled status in the UK.*								*International (non-EU domicile)*								
Fee status	*SC* [9]		*SC* [10]		*SCEU*		*SCEU*		*RUK*		*RUK*		*RUKO* [10]		*RUKO* [10]		*INTEU* [11]		*INTEU* [11]		*INTEUO* [12]		*INTEUO* [12]		*INT*		*INT*		*INTO*		*INTO*			
	On and off campus (with term-time address in Scotland)		*On and off campus (with term-time address in Scotland)*		*On and off campus (with term-time address in Scotland)*		*On and off campus (with term-time address in Scotland)*		*On campus (with term-time address in Scotland)*		*On campus (with term-time address in Scotland)*		*Off campus (with no term-time address in Scotland)*		*Off campus (with no term-time address in Scotland)*		*On-campus (with term-time address in Scotland)*		*On-campus (with term-time address in Scotland)*		*Off campus (with no term-time address in Scotland) Includes EU nationals who have settled or pre-settled status in the UK*		*Off campus (with no term-time address in Scotland) Includes EU nationals who have settled or pre-settled status in the UK*		*On campus (with term-time address in Scotland)*		*On campus (with term-time address in Scotland)*		*Off campus (with no term-time address in Scotland)*		*On campus (with term-time address in Scotland)*			
	2025/26 Fees		*2026/27 Fees*		*2025/26 Fees*		*2026/27 Fees*		*2025/26 Fees*		*2026/27 Fees*		*2025/26 Fees*		*2026/27 Fees*		*2025/26 Fees*		*2026/27 Fees*		*2025/26 Fees*		*2026/27 Fees*		*2025/26 Fees*		*2026/27 Fees*		*2025/26 Fees*		*2026/27 Fees*			
	FT/FTE	*Per credit*	*FT/FTE*	*Per 20 credit module*	*FT/FTE*	*Per credit*	*FT/FTE*	*Per 20 credit module*	*FT/FTE*	*Per credit*	*FT/FTE*	*Per 20 credit module*	*FT/FTE*	*Per credit*	*FT/FTE*	*Per 20 credit module*	*FT/FTE*	*Per credit*	*FT/FTE*	*Per 20 credit module*	*FT/FTE*	*Per credit*	*FT/FTE*	*Per credit*	*FT/FTE*	*Per credit*	*FT/FTE*	*Per credit*	*FT/FTE*	*Per credit*	*FT/FTE*	*Per credit*		
Advanced Nurse Practitioner/Professional Practice MSc	6750	37.50	7155.00	795.00	6750	37.50	7155.00	795.00	n/a	n/a	n/a	n/a	6750	37.50	7155.00	795.00	n/a	n/a	n/a	n/a	9090	50.5	9635	1071	n/a	n/a	n/a	n/a	9090	50.5	9635	1071		
Applied Data Analytics MSc	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	7695	42.75	8155	907.00	7560	42.00	8010	890.00	12150	67.50	17,170	1908.00	8100	45.00	11,450	1273.00	16,200	90.00	17,170	1908.00	10800	60.00	11,450	1273.00		
Applied Social Sciences: Globalisation and Crime MSc	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11,450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00		
Aquaculture, Environment and Society MSc (2 years)	€ 5,000	n/a	€ 5,300		€ 5,000	n/a	€ 5,300		€ 5,000	n/a	€ 5,300		n/a	n/a	n/a	n/a	€ 5,000	n/a	€ 10,600	n/a	n/a	n/a	n/a	n/a	€ 10,000	n/a	€ 10,600	n/a	n/a	n/a	n/a	n/a		
Archaeological Practice MSc	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	7695	42.75	8155	907.00	n/a	n/a	n/a	n/a	12150	67.50	17,170	1908.00	n/a	n/a	n/a	n/a	16,200	90.00	17,170	1908.00	n/a	n/a	n/a	n/a		
Archaeological Studies MLitt	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	7695	42.75	8155	907.00	7560	42.00	8010	890.00	12150	67.50	17,170	1908.00	8100	45.00	11,450	1273.00	16,200	90.00	17,170	1908.00	10800	60.00	11,450	1273.00		
Art and Social Practice MA	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11,450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00		
Business Administration MBA (Aviation) On-campus	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	7695	42.75	8155	907.00	n/a	n/a	n/a	n/a	12150	67.50	17,170	1908.00	n/a	n/a	n/a	n/a	16,200	90.00	17,170	1908.00	n/a	n/a	n/a	n/a		
Business Administration MBA (Aviation) online	7,488	41.60	7,937	882.00	7,488	41.60	7,937	882.00	n/a	n/a	n/a	n/a	7488	41.60	7,937	882.00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	7488	41.60	7,937	882.00		
Business Administration MBA (Executive) on-campus	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	7695	42.75	8155	907.00	n/a	n/a	n/a	n/a	12150	67.50	17,170	1908.00	n/a	n/a	n/a	n/a	16,200	90.00	17,170	1908.00	n/a	n/a	n/a	n/a		
Business Administration MBA (Executive) online	7,488	41.60	7,937	882.00	7,488	41.60	7,937	882.00	n/a	n/a	n/a	n/a	7488	41.60	7,937	882.00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	7488	41.60	7,937	882.00		
Business Administration MBA (Environment) online only	n/a	38.50	n/a	816.00	n/a	38.50	n/a	816.00	n/a	n/a	n/a	n/a	n/a	38.50	n/a	816.00	n/a	n/a	n/a	n/a	n/a	38.50	n/a	816.00	n/a	n/a	n/a	n/a	n/a	38.50	n/a	816.00		
Business Administration MBA (Resilience) online only	n/a	38.50	n/a	816.00	n/a	38.50	n/a	816.00	n/a	n/a	n/a	n/a	n/a	38.50	n/a	816.00	n/a	n/a	n/a	n/a	n/a	38.50	n/a	816.00	n/a	n/a	n/a	n/a	n/a	38.50	n/a	816.00		
Business Administration MBA (Renewable Energy) online only	7,488	41.60	7,937	882.00	7,488	41.60	7,937	882.00	n/a	n/a	n/a	n/a	7488	41.60	7,937	882.00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	7488	41.60	7,937	882.00		
Children and Young People's Participation and Leadership MA	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11,450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00		
Coastal and Maritime Societies and Cultures MLitt	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11,450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00		
Conservation Management in Freshwater Environments MSc	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11,450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00		
Contemporary Art and Archaeology MA	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	7695	42.75	8155	907.00	7560	42.00	8010	890.00	12150	67.50	17,170	1908.00	n/a	n/a	n/a	n/a	16,200	90.00	17,170	1908.00	n/a	n/a	n/a	n/a		
Creative Leadership and Enterprise MA (not active, to be removed)	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11,450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00		
Cultar Dùthchasach agus Eachdraidh na Gàidhealtachd MSc	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11,450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00		
Digital Pedagogy MEd	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11,450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00		
Early Modern European Studies Mlitt	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11,450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00		
Electrical Engineering MSc	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11,450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00		
Engineering (General) MSc	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11,450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00		
Environmental Archaeology MSc	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11,450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00		
Equine Leadership and Management PgCert	1830	30.50	1941.00	647.00	1830	30.50	1941	647.00	n/a	n/a	n/a	n/a	2520	42.00	2670	890.00	n/a	n/a	n/a	n/a	2700	45.00	3817	63.65	n/a	n/a	n/a	n/a	3600	60.00	3817	63.65		
Extreme Weather MSc.	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11,450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00		
Gaaliec Education MEd	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		Funded by Scottish Go
Health & Wellbeing MA	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00		
Healthcare Quality Improvement PG Cert	1830	30.50	1941.00	647.00	1830	30.50	1941	647.00	n/a	n/a	n/a	n/a	2520	42.00	2670	890.00	n/a	n/a	n/a	n/a	2700	45.00	3817	63.65	n/a	n/a	n/a	n/a	3600	60.00	3817	63.65		
Health Leadership and Management PgCert (60 credits)	1830	30.50	1941.00	647.00	1830	30.50	1941	647.00	n/a	n/a	n/a	n/a	2520	42.00	2670	890.00	n/a	n/a	n/a	n/a	2700	45.00	3817	63.65	n/a	n/a	n/a	n/a	3600	60.00	3817	63.65		
Highlands & Islands Literature MLitt	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	7695	42.75	8155	907.00	7560	42.00	8010	890.00	12150	67.50	17,170	1908.00	8100	45.00	11,450	1273.00	16,200	90.00	17,170	1908.00	10800	60.00	11,450	1273.00		
History MLitt	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00		
History and Archaeology of the H&I MLitt	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00		
History of the Highlands & Islands MLitt	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00		
Human Resource Management MSc	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00		
Infection Prevention and Control MSc	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00		
Interpretation: Management and Practice MSc	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00		
Island Studies MLitt	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	7695	42.75	8155	907.00	7560	42.00	8010	890.00	12150	67.50	17,170	1908.00	8100	45.00	11450	1273.00	16,200	90.00	17,170	1908.00	10800	60.00	11,450	1273.00		
Leadership and Management MSc	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00		
Leading a Sustainable Equine Industry PgCert	1830	30.50	1941.00	647.00	1830	30.50	1941	647.00	n/a	n/a	n/a	n/a	2520	42.00	2670	890.00	n/a	n/a	n/a	n/a	2700	45.00	3817	63.65	n/a	n/a	n/a	n/a	3600	60.00	3817	63.65		
Management in Golf PgCert	1830	30.50	1941.00	647.00	1830	30.50	1941	647.00	n/a	n/a	n/a	n/a	2520	42.00	2670	890.00	n/a	n/a	n/a	n/a	2700	45.00	3817	63.65	n/a	n/a	n/a	n/a	3600	60.00	3817	63.65		
Material Culture and Gàidhealtachd History MSc	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00		

Minor Injuries Management L11 CPD Awards	n/a	37.50	n/a	795.00	n/a	37.50	n/a	795.00	n/a	37.50	n/a	795.00	n/a	n/a	n/a	n/a	n/a	50.50	n/a	1071.00	n/a	n/a	n/a	n/a	n/a	50.50	n/a	1071.00	n/a	n/a	n/a	n/a
Mechanical Engineering MSc	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00
Music MMus	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	7695	42.75	8155	907.00	n/a	n/a	n/a	n/a	12150	67.50	17,170	1908.00	n/a	n/a	n/a	n/a	16,200	90.00	17,170	1908.00	n/a	n/a	n/a	n/a
Music and the Environment MA	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00
Net Zero Communities MSc	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00
Outdoor and Adventure Therapeutic Practice PgCert	1830	30.50	1941.00	647.00	1830	30.50	1941	647.00	n/a	n/a	n/a	n/a	2520	42.00	2670	890.00	n/a	n/a	n/a	n/a	2700	45.00	3817	63.65	n/a	n/a	n/a	n/a	3600	60.00	3817	63.65
Psychology (conversion) MSc	6500	36.11	6890.00	766.00	6500	36.11	6890	766.00	n/a	n/a	n/a	n/a	6500	36.11	6890	766.00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00
Research Methods PgCert (60 credits)	1830	30.50	1941.00	647.00	1830	30.50	1941	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	2700	45.00	3817	63.65	n/a	n/a	n/a	n/a	3600	60.00	3817	63.65
Resilience Leadership and Management PgCert	1830	30.50	1941.00	647.00	1830	30.50	1941	647.00	n/a	n/a	n/a	n/a	2520	42.00	2670	890.00	n/a	n/a	n/a	n/a	2700	45.00	3817	63.65	n/a	n/a	n/a	n/a	3600	60.00	3817	63.65
Rural Advanced Practice MSc.	4650	37.50			4650	37.50			n/a	n/a	n/a	n/a	4650	37.50			n/a	n/a	n/a	n/a	6210	50.50	6583	732.00	n/a	n/a	n/a	n/a	6210	50.50	6583	732.00 RPL of 60 credits (£150
Scottish Heritage MLitt	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00
Social Research																																
Specialist Qualification in Headship MEd	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00
Sustainable Energy Solutions MSc	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00
Sustainable Mountain Development MSc	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00
Sustainability and Rural Regeneration MSc.	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00
Teaching Qualification Further Education PgCert	1500	n/a	1590	n/a	1500	n/a	1590	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	3540	n/a	3752	n/a	n/a	n/a	n/a	n/a	3540	n/a	3752	n/a
Tertiary and Higher Education MEd	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00
Theology, Worldview and Culture Mlitt	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00
Tourism MSc	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	n/a	n/a	n/a	n/a	7560	42.00	8010	890.00	n/a	n/a	n/a	n/a	8100	45.00	11450	1273.00	n/a	n/a	n/a	n/a	10800	60.00	11,450	1273.00
Viking Studies MLitt	5490	30.50	5820.00	647.00	5490	30.50	5820	647.00	7695	42.75	8155	907.00	7560	42.00	8010	890.00	12150	67.50	17,170	1908.00	8100	45.00	11450	1273.00	16,200	90.00	17,170	1908.00	10800	60.00	11,450	1273.00

Gaelic Education MEd: note - funded by the Scottish Government therefore no tuition fees will be payable by students. Eligibility for this course is dependent on being registered with the General Teaching Council for Scotland (GTCS).

9=Note that EU nationals starting pre-2021-22 who were assessed as EU fee status will retain this fee status and level (same as Scotland domiciled) for the duration of their course (for continuous study).
10=Note that EU nationals studying online from home pre-21-22 (EUO fee status) will retain this fee status and fee level (same as RUKO) for the duration of their course (for continuous study) including the no fee increase guarantee.
11=INTEU published fee the same as international but with a 25% fee discount for all

UHI | INVERNESS

Subject/Title:	Capital Budget Monitoring 2025/26
Author:	Niall McArthur – Director of Finance & Estates
Meeting:	Finance and General Purposes Committee
Meeting Date:	5 March 2026
Date Paper prepared:	2 March 2026
Brief Summary of the paper:	To present the capital budget monitoring for 2025/26.
Action requested: [Approval, recommendation, discussion, noting]	Discussion

Link to Strategy: Please highlight how the paper links to, or assists with:: ☐ compliance ☐ partnership services ☐ risk management ☐ strategic plan ☐ new opportunity/change	Complying with Funding parameters
Resource implications:	Yes – monitoring of Financial Resources **If yes, please specify**:
Risk implications:	Yes **If yes, please specify:** Financial Operational
Equality and Diversity implications:	N/A
Student Experience Impact:	None

Consultation: [staff, students, UHI & Partners, External] and provide detail	None
Status – [Confidential/Non confidential]	Non-Confidential
Freedom of Information Can this paper be included in "open" business* [Yes/No]	Yes

*If a paper should **not** be included within "open" business, please highlight below the reason.

Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)		Its disclosure would constitute a breach of confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

Further guidance on application of the exclusions from Freedom of Information legislation is available via

http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp and

http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Recommendation

That members note the capital budget monitoring for the year ended 31 July 2026.

Purpose of report

To update the Committee on the capital budget monitoring for the year ended 31 July 2026.

Capital Budget Monitoring 2025/26

Capital Funding from the SFC is made up of:

1. HE Capital
2. FE Backlog
3. BIS Funding (Research)
4. FE Lifecycle Maintenance – this can be spent on property additions/ improvements; or else annual maintenance and IT equipment. It is more versatile in spend parameters than the other three sources.

As a condition of the SFC capital grant funding, the College has to commit the capital expenditure by 31 March 2026 and to pay the subsequent invoices by 31 July 2026.

The attached spreadsheet shows the grants allocated for the 2025/26 capital plan and these are noted below for each grant:

1. HE Capital – funding of £37,435
2. FE Backlog – funding of £8,018
3. BIS Funding (research) – funding of £28,617
4. FE Lifecycle Maintenance – funding of £109,802

A plan for the use of these funds has been completed and most of the expenditure has now been committed prior to the deadline of 31 March 2026. A copy of the plan is shown in the appendix to the report.

Additionally, UHI Inverness has received an emergency capital grant of £36,000 from SFC for roof repairs to E block at the Scottish School of Forestry.

INVERNESS COLLEGE **Appendix 1**

CAPITAL BUDGET TO 31 JULY 2026

	FE Lifecycle Maintenance £	Total £	HE Capital £	FE Backlog £	Sub Total £	BIS Research £	BIS Total £
2025-26	109,802	**109,802**	37,435	8,018	**45,453**	28,617	**28,617**
2024-25	104,279	**104,279**	33,083	8,018	**41,101**	28,551	**28,551**
2023-24	106,857	**106,857**	37,234	8,018	**45,252**	25,927	**25,927**

UNIVERSITY OF THE HIGHLANDS AND ISLANDS

Capital Expenditure Plan 2025-26

Academic Partner **UHI Inverness**

Conditions of Funding:

HE Capital Maintenance

Capital maintenance funding must be used for estates build/maintenance and/or debt servicing associated with capital developments.
All expenditure should be aligned to a university's estate strategy.

HE BIS (Research Capital Grant)

HE Research Capital (HERC) grant funding from the UK Department for Science, Innovation & Technology (DSIT) and SFC should be used to enable universities to focus on maintaining excellent departments with the critical mass to compete globally and the expertise to work closely with business, charities and public services.

Funding should be used solely for capital investment in the physical infrastructure for research.

It is recognised that some infrastructure is often used for both research and teaching purposes. HERC funding may be used on such infrastructure so long as spend is proportional to the percentage that is used for research.

All expenditure should be aligned to a university's estate strategy.

HERC funding must be used for, and in line with, the purpose(s) for which it is allocated, as set out above. SFC will consider the recovery of funds or reducing future funding should universities fail to meet those conditions.

The table below should cover all capital investment plans that involve and are funded (fully or in part) by SFC/BIS (as appropriate) capital funding allocations & FE capital grants, and should include partners own contributions.
(Please add more rows as necessary)

	Description of project	Link to estate strategy	How proposals meet criteria	FY25-26 ESTIMATED capital expenditure							
				HE Capital Maintenance £	HE BIS £	CDEL £	RDEL £	Own £	Loan £	Other £	TOTAL £
Area of expenditure: please insert as appropriate (e.g. new build, refurbishment, capital equipment, etc.)											
Please provide a full and clear description of each project.		Please describe how the project links to, and is consistent with, your estate strategy.	Please describe how the project meets the funding criteria								
1	Upgrades to main campus building. Provision of LRC student area for students	To maintain the college estate	To maintain the college estate	30,000							**30,000**
2	Upgrades to teaching classes - ventilation works in G1	To maintain the college estate	To maintain the college estate	7,435							**7,435**
3	Research equipment item - sequencer	To maintain the college estate	To maintain the college estate		28,617						**28,617**
4	Upgrades to teaching classes - ventilation works in G1	To maintain the college estate	To maintain the college estate			8,018					**8,018**
5	Various Revenue Maintenance repairs, running costs, etc	To maintain the college estate	To maintain the college estate				109,802				**109,802**
6											**0**
7											**0**
8											**0**
9											**0**
10											**0**
11											**0**
12											**0**
			Area of expenditure sub-total	**37,435**	**28,617**	**8,018**	**109,802**	**0**	**0**	**0**	**183,872**

I can confirm that the conditions of funding will be / have been complied with.

Institutional contact name (to be used for all future correspondence relating to formula capital funding):	Niall McArthur
Position in institution:	Director of Finance & Estates
Telephone number:	07767 442235
Email:	niall.mcarthur.ic@uhi.ac.uk
Signature (Principal or designate):	
Date:	

UHI | INVERNESS

ITEM 04.b

Subject/Title:	Revenue Budget Monitoring to 31 December 2025
Author:	Niall McArthur, Director of Finance & Estates
Meeting:	Finance & General Purposes Committee
Meeting Date:	5 March 2026
Date Paper prepared:	27 February 2026
Brief Summary of the paper:	To present the revenue budget monitoring for the 5 months to 31 December 2025 and the forecast for the year ended 31 July 2026.
Action requested: [Approval, recommendation, discussion, noting]	Discussion

Link to Strategy: Please highlight how the paper links to, or assists with:**:** □ compliance □ partnership services □ risk management □ strategic plan □ new opportunity/change	Financial Sustainability
Resource implications:	Yes – monitoring of Financial Resources **If yes, please specify**:

Risk implications:	Yes **If yes, please specify:** Financial Operational
Equality and Diversity implications:	N/A
Student Experience Impact:	None
Consultation: [staff, students, UHI & Partners, External] and provide detail	None
Status – [Confidential/Non confidential]	Non-Confidential
Freedom of Information Can this paper be included in "open" business* [Yes/No]	Yes

*If a paper should **not** be included within "open" business, please highlight below the reason.

Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)		Its disclosure would constitute a breach of confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

Further guidance on application of the exclusions from Freedom of Information legislation is available via

http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp and

http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Recommendation

Finance & General Purposes committee members are asked to discuss the report.

Purpose of report

To provide an update on the current forecast position at December 2025, in terms of the revenue budget monitoring for the 12 months ended 31 July 2026.

Revenue Monitoring – to 31 July 2026

This report provides an update to the committee on the forecast position of the college at the 5 month stage to December 2025, for the year to 31 July 2026.

Overall, the management accounts position is currently forecasting an operational deficit of £2.043 million, compared to the original budget deficit of £0.791 million, an overspend of £1.252 million. The breakdown of each income and expenditure line is provided in appendix 1 of the report.

The college has a FE Credit target for 2025/26 of 26,442 credits and an APC HE fte target of 1,581, with the budget target being 1,666 HE fte. The forecast for FE credits for the year is to meet the FE credit target of 26,442 credits. However, the forecast for HE fte's for 2025/26 is below the budget target by approximately 200 HE fte.

The main issues that are affecting the financial performance for the College in 2025/26 are noted below.

Income

- UHI FE grant funding (Red risk) - the UHI FE grant budget is forecast to be lower than the budget of £10.310 million. This is due to the new revised FE funding model, which has resulted in the forecast being £80,000 below the budget target.
    - Mitigating Actions: to maximise the January 2026 student intake and part-time/ block release courses for FE students for the remainder of the year.

- UHI HE grant funding (Red risk) - the UHI HE grant target for the year is a total of £7.408 million, with forecast being £6.595 million, a decrease of £813,000. This is due to the forecast HE numbers being approximately 200 HE FTE below the budget target.
    - Mitigating Actions: to maximise the January 2026 student intake and part-time/ courses for HE students for the remainder of the year.

- Research grant funding (Red risk) – the research grant funding is forecast to be £1.038 million for the year, £210,000 below the budget target of £1.248 million.

- Mitigating Actions: ongoing work to bring in additional grant income, including UKRI applications, and other grant funding, as well as minimising expenditure.

- Tuition fees (Red risk) –the tuition fees budget target is £3.131 million for the year, with the forecast currently being £2.950 million, £181,000 below the budget target.
  - Mitigating Actions: to maximise the January 2026 student intake and part-time/ courses for HE students for the remainder of the year.

- Refectory & restaurant income (Green risk) – the refectory and restaurant income budget target for 2025/26 is a total £634,217, with the full year forecast being £650,000, £16,000 above the budget target.

- SDS income (Amber risk) – the SDS income budget target for 2025/26 is a total £2,142,000, with the full year forecast being the same amount of £2,142,000.

- Commercial income (Green risk) – there is no target for commercial income for this year, however it is recognised that commercial income will be generated, with the full year forecast being £50,000.

- Miscellaneous income (Green risk) – the miscellaneous income target for the year is £874,887, with the full year forecast being £920,000, £45,000 above the budget target due to additional project income.

Expenditure

- Staff costs (Red risk) - are forecast to be £78,000 over budget, with the annual staff budget being £21.079 million. The annual staff budget includes the academic staff pay increase of 4.14%, which has been agreed and is being paid to academic staff and the professional staff cost of living increase also been paid in the January 2026 payroll, including the back-pay.
  The reason for the forecast overspend in staff costs is due to the increase in temporary staff costs which are used to cover staff illness.

  Other staff costs and travel costs are forecast to be the same as the budget for the year to 31 July 2026.

  - Mitigating Actions: to continue to review all vacancies and ascertain whether they should be replaced or not, as part of the Staff Review Panel (SRP) process. Also, continue to review any retirals and ascertain whether they should be replaced or can be replaced through further efficiency measures.

- Premises costs (Amber risk) - the budget for premises costs for 2025/26 is £1.924 million. The current forecast is that expenditure will be in line with the

budget, although close monitoring of all expenditure lines will be required, especially energy costs during the remainder of the year.
    - Mitigating Actions: to continue to review all lines of expenditure and for the remainder of the year, reduce expenditure if possible.

- Other Operating costs (Amber risk) – the budget for other operating expenditure for the year is £7.741million. The current forecast is that expenditure will be in line with the budget, although close monitoring of all expenditure lines will be required during the remainder of the year.
    - Mitigating Actions: to continue to review all lines of expenditure and for the remainder of the year, reduce expenditure if possible. The budget review exercise will be carried with budget holders in 2025/26, with the first round of reviews completed in November 2025 and the second round of budget reviews started in February 2026.

Student Support Funding

The Student Support funding (SSF) is forecast to be overspent in 2025/26 by approximately £180,000, compared to an underspend of £287,000 in 2024/25. There was an opportunity, as part of the SFC In-Year redistribution exercise carried out in November 2025, for UHI Inverness to request additional student support funds for 2025/26 and it requested £180,000. We have been informed that we will receive a minimum of £134,000 additional bursary funds for 2025/26 and following an updated forecast, we are estimating a full year forecast of £100,000 below the budget target of £2.197 million. Further updates will be provided over the rest of the AY.

Liquidity

The bank balance at the end of December 2025 was £3.387 million, compared to the bank balance at July 2025 of £4.755 million. The forecast bank balance at 31 July 2026 is £0.700 million, a reduction of £4.055 million compared to the previous years balance. The reduction is due to the forecast deficit position in 2025/26, repayment of SSF underspend of £300,000 in March 2025 and the Longman site sale proceeds of £750,000 included in the 2024 year-end balance.

Risk Assessment

Downside Risks

- The continued unfunded cost of living increases for academic and professional staff.
- Job Evaluation was due to complete by 31 March 2023. If monies from the SG are not sufficient to cover the costs, then colleges will have to fund the additional cost themselves.
- The five-year public sector finance forecast which was issued by the Scottish Government, which showed flat funding for revenue grants and reduced capital for five years.
- Although HE FTE numbers are increasing for UHI Inverness, across the UHI partnership they are still below the SFC funded target, which increases the risk of further cuts to the UHI SFC funded number and potentially reduces the funded growth which is required across UHI.
- The UHI microRam continues to add uncertainty to the projections at the year-end.

INVERNESS COLLEGE

PERIOD ENDED **31-Dec-25**

INCOME AND EXPENDITURE ACCOUNT

	Note	Actual 31-Dec-25 £	Budget 31-Jul-26 £	Estimated Outturn 31-Jul-26 £	Variance from Budget £	Risk
Income						
Scottish Funding Council FE Grants	1	4,568,472	10,309,761	**10,229,667**	(80,094)	R
UHI	2	2,932,966	7,408,700	**6,594,700**	(814,000)	R
Tuition Fees	3	3,045,855	3,131,189	**2,950,189**	(181,000)	R
Other Grants - Research	4	96,889	1,248,037	**1,038,037**	(210,000)	R
Refectory and Training Restaurant	5	335,617	634,217	**650,217**	16,000	G
SDS	6	739,835	2,142,725	**2,142,725**	0	A
Commercial	7	31,645	0	**50,000**	50,000	G
Miscellaneous	8	744,080	874,887	**919,887**	45,000	G
Unitary Charge	9	2,107,140	4,903,884	**4,903,884**	0	
		14,602,499	30,653,400	**29,479,306**	(1,174,094)	
Staff Costs		8,472,185	21,079,072	**21,157,455**	(78,383)	A
Other Costs						
Premises	11	2,585,063	1,924,409	**1,924,409**	0	A
Other Costs	12	2,247,340	7,740,442	**7,740,442**	0	A
		4,832,403	9,664,851	**9,664,851**	0	
		13,304,588	30,743,923	**30,822,306**	(78,383)	
Cash Position		1,297,911	(90,523)	**(1,343,000)**	(1,252,477)	
NPD Capital		(399,253)	(897,592)	**(897,592)**	0	
Cash Position after repaying loan capital		898,658	(988,115)	**(2,240,592)**	(1,252,477)	
Non RDEL						
Deferred Grant Release		0	300,000	**300,000**	0	
Depreciation		0	1,000,000	**1,000,000**	0	
		0	(700,000)	**(700,000)**	0	
Operational Defcit		1,297,911	(790,523)	**(2,043,000)**	(1,252,477)	

INVERNESS COLLEGE **31-Dec-25**

BALANCE SHEET

AS AT: **31-Dec-25**	**31-Dec-25** £	**Final FS 31-Jul-25** £
FIXED ASSETS		
Tangible Assets	57,054,664	57,081,111
Leased Assets	54,000	0
	57,108,664	57,081,111
CURRENT ASSETS		
Stock	43,331	43,331
Debtors	2,819,265	979,288
Assets Held for Sale	0	0
Cash at Bank and in Hand	3,386,809	4,755,213
	6,249,404	5,777,832
CREDITORS		
Amounts falling due within One Year	(3,361,152)	(4,881,351)
NET CURRENT ASSETS	2,888,253	896,481
TOTAL ASSETS LESS CURRENT LIABILITIES	59,996,917	57,977,592
CREDITORS		
Amounts falling due after more than One Year	(38,303,614)	(37,655,185)
PROVISION FOR LIABILITIES AND CHARGES		
Defined Benefit Obligations	(61,000)	(61,000)
Enhanced Pensions	(1,534,749)	(1,593,773)
Other provisions	(2,397,357)	(2,397,357)
NET ASSETS INCLUDING PENSION LIABILITY	**17,700,197**	**16,270,277**
RESERVES		
Revaluation Reserve	15,226,666	15,226,666
Income and Expenditure Account including Pension Liability	2,473,531	1,043,609
Total Reserves	**17,700,197**	**16,270,275**
		(2)
	0	

UHI | INVERNESS

Finance and General Purposes

Subject/Title:	Student Activity 2025/26 and Recruitment 2026/27
Author: [Name and Job title]	Jane Maclennan, Information Systems Manager
Meeting:	Finance and General Purposes
Meeting Date:	5th March 2026
Date Paper prepared:	13th February 2026
Brief Summary of the paper:	To provide the committee with an update on student enrolments and withdrawals for 2025/26, and the status of current recruitment for 2026/27.
Action requested: [Approval, recommendation, discussion, noting]	Discussion
Link to Strategy: Please highlight how the paper links to, or assists with:: a) compliance • partnership services • risk management • strategic plan • new opportunity/change	This paper links to the strategic plan, particularly in relation to the student experience and the curriculum.
Resource implications:	Yes
Risk implications:	Yes – quality of the student experience
Equality and Diversity implications:	Yes – equity of the student experience
Consultation: [staff, students, UHI & Partners, External] and provide detail	n/a

Status – [Confidential/Non confidential]	**Non-confidential**
Freedom of Information Can this paper be included in "open" business* [Yes/No]	**Yes**

*If a paper should **not** be included within "open" business, please highlight below the reason.

Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)		Its disclosure would constitute a breach of confidence actionable in court (S36)	
Its disclosure would constitute a breach of the Data Protection Act (S38)		Other (please give further details)	
For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.)			

Further guidance on application of the exclusions from Freedom of Information legislation is available via

http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp and

http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Student Activity 2025/26 and Recruitment 2026/27

Executive summary

The report provides an update on student enrolment for 2025/26, and the status of current recruitment for 2026/27. Please note the data for this report was drawn on 13th February 2026.

The 2025/26 FE Credits target for UHI Inverness is 26,442 we are on track to exceed our target with actual credits as at 13th February 2026 at 26,375.

The 2025/26 UHI Academic Partnership target for funded Scottish or EU HE undergraduate students is 1,581. This target will not be achieved; it is anticipated our final outturn will be approximately 1,450.

Recruitment for 2026/27 is underway, with applications for FE courses up 55% from 13th February 2025. Active applications for HE courses are currently 6.4% lower than last year, however the % of those accepted is up.

Main body of information

Student enrolments against targets 2025/26

FE

The core credit target for 2025/26 is 26,442, we are on track to exceed our target with actual credits as at 13th February 2026 at 26,375.

Credit Target			Actual Credits		% of Target	
	Original	Rebased			Original	Rebased
2022/23	29,882	29,620	24/02/2023	29,144	97.5%	98.4%
2023/24	26,657	26,442	23/02/2024	26,291	98.6%	99.4%
2024/25	26,442		26/02/2025	26,784	101.3%	
2025/26	26,442		13/02/2026	26,375	99.7%	

HE

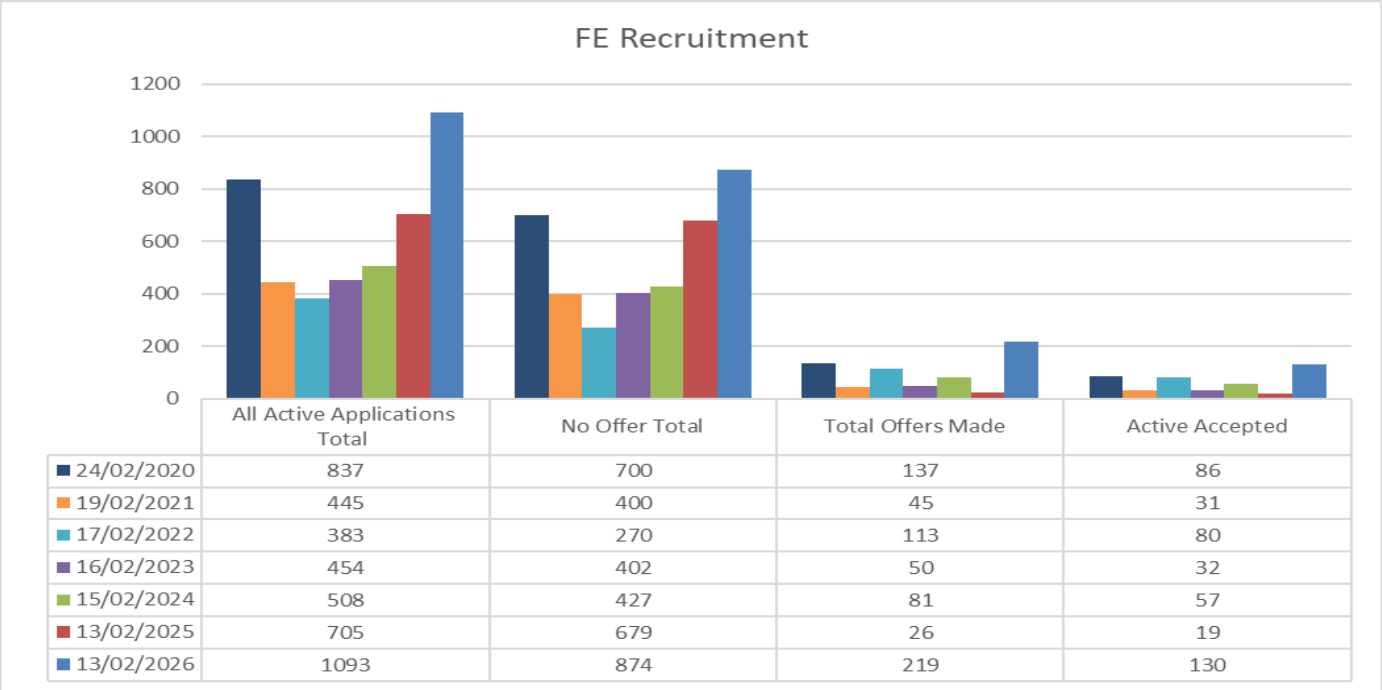
The initial APC target for 2025/26 for Inverness College undergraduate students (excluding PGDE) with a fee status of Scottish or European is 1,581. This target will not be achieved; it is anticipated our final outturn will be approximately 1,450. The Academic Administration Team are continuing to process unit/module attachments, including those who started in January.

APC FTE target		Estimated FTE as at this point of year		% of Target
2022/23	1,441	01/02/2023	1,277	88.6%
2023/24	1,418	29/01/2024	1,233	87.0%
2024/25 APC	1,319	31/01/2025	1,349	102.3%
2025/26 APC	1,581	13/02/2026	1,447	91.5%

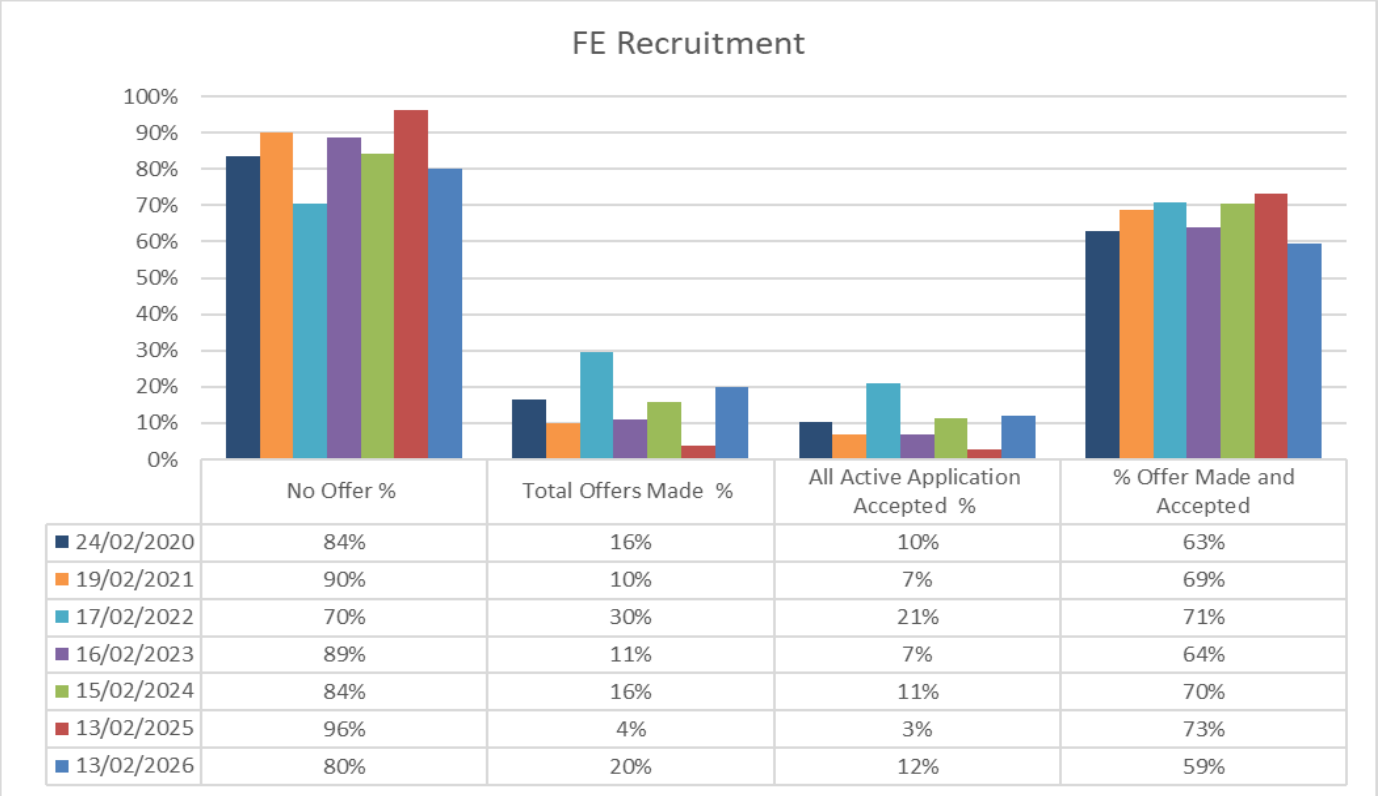
Recruitment 2026/27

The chart below shows the active applications received to date for FE Courses.

Applications for FE courses are up 55% from 13th February 2025, however it should be considered that the Senior Phase offering opened earlier than previous years and Intention to Progress applications for current students are being processed.



	All Active Applications Total	No Offer Total	Total Offers Made	Active Accepted
24/02/2020	837	700	137	86
19/02/2021	445	400	45	31
17/02/2022	383	270	113	80
16/02/2023	454	402	50	32
15/02/2024	508	427	81	57
13/02/2025	705	679	26	19
13/02/2026	1093	874	219	130

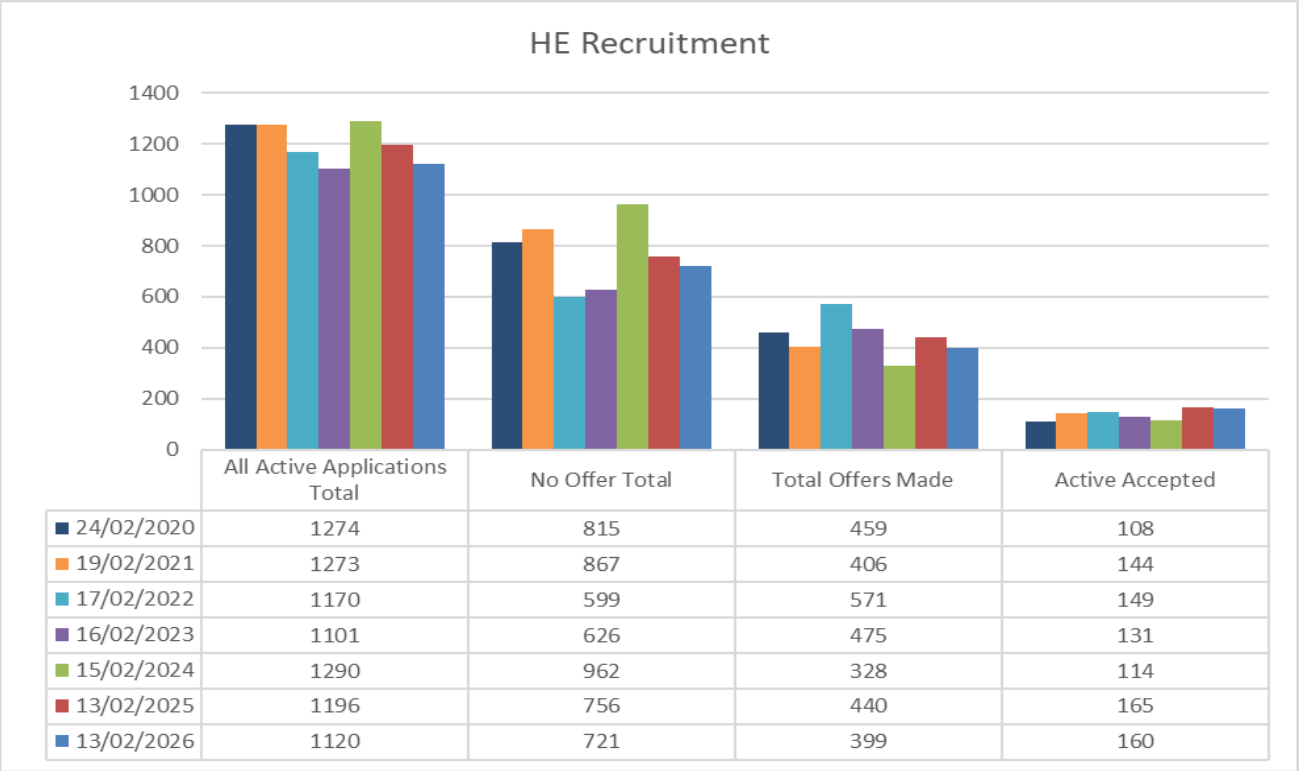


	No Offer %	Total Offers Made %	All Active Application Accepted %	% Offer Made and Accepted
24/02/2020	84%	16%	10%	63%
19/02/2021	90%	10%	7%	69%
17/02/2022	70%	30%	21%	71%
16/02/2023	89%	11%	7%	64%
15/02/2024	84%	16%	11%	70%
13/02/2025	96%	4%	3%	73%
13/02/2026	80%	20%	12%	59%

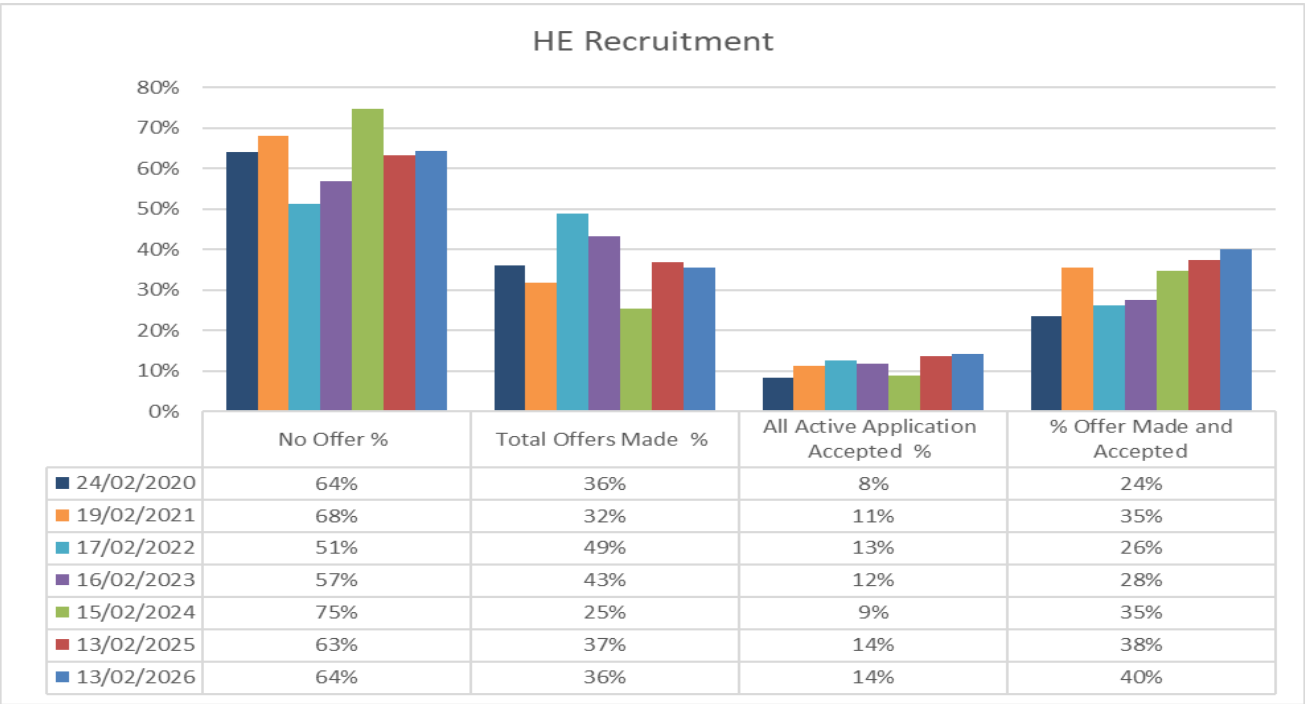
The charts below show the active applications received to date for HE Courses.

Whilst Active Applications are currently 6.4% lower than this point last year, we were in a similar position this point in 2025 where applications for HE courses were down 7.3% from 15th February 2024.

The final chart on the next page shows the trajectory of active applications. In 2025 we started at the end of January with 1,145 active applications and ended August with 1,528.

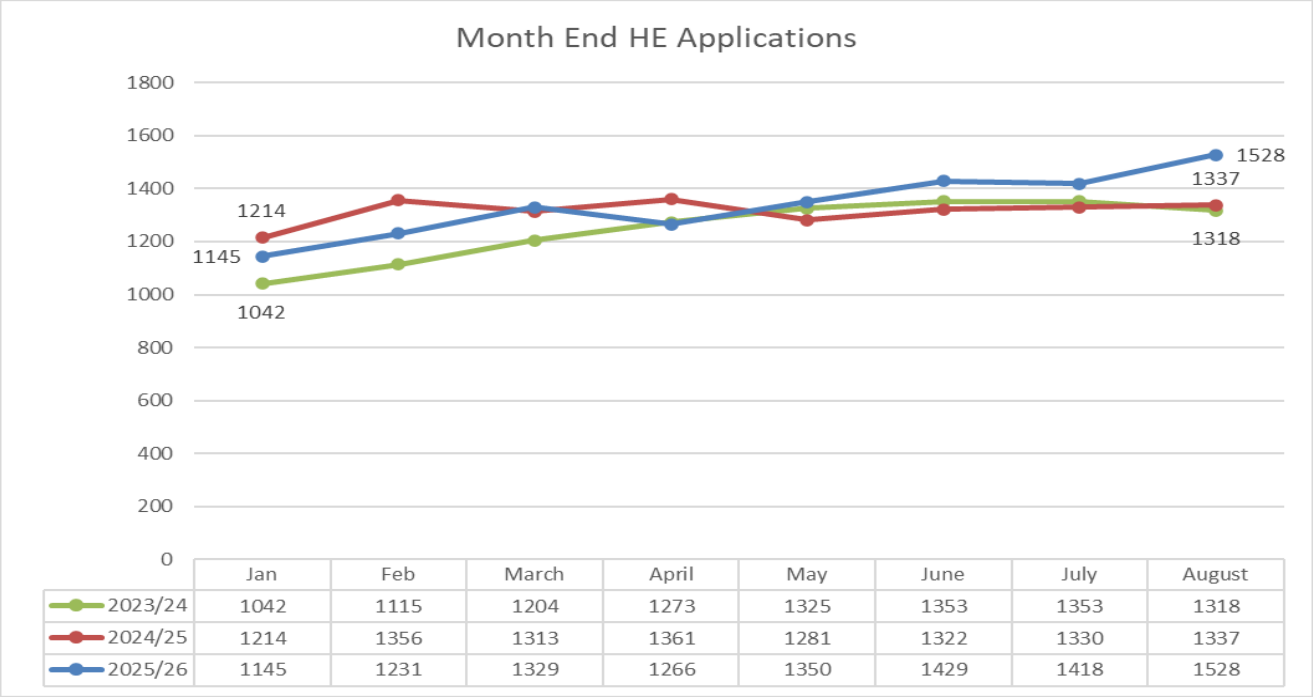


	All Active Applications Total	No Offer Total	Total Offers Made	Active Accepted
24/02/2020	1274	815	459	108
19/02/2021	1273	867	406	144
17/02/2022	1170	599	571	149
16/02/2023	1101	626	475	131
15/02/2024	1290	962	328	114
13/02/2025	1196	756	440	165
13/02/2026	1120	721	399	160



	No Offer %	Total Offers Made %	All Active Application Accepted %	% Offer Made and Accepted
24/02/2020	64%	36%	8%	24%
19/02/2021	68%	32%	11%	35%
17/02/2022	51%	49%	13%	26%
16/02/2023	57%	43%	12%	28%
15/02/2024	75%	25%	9%	35%
13/02/2025	63%	37%	14%	38%
13/02/2026	64%	36%	14%	40%

The chart below shows the month end application trajectory for Active HE Applications over the past 3 years.



	Jan	Feb	March	April	May	June	July	August
2023/24	1042	1115	1204	1273	1325	1353	1353	1318
2024/25	1214	1356	1313	1361	1281	1322	1330	1337
2025/26	1145	1231	1329	1266	1350	1429	1418	1528

Performance Measures
AY: 2025-2026

Performance Measures- EMT & Board of Management

Measures - Linked to Profile and Actual sheets

AY Start	01 Aug 2025
Today	24 Feb 2026
Period Month	January
No.Periods YTD	6

Key:

B = Not yet in scope	
R = Not Achieved	
A = Partially Achieved	
G = Achieved	

	Measure	Measurement Frequency	Prior Year Actual	Current Year Target	YTD TARGET	YTD ACTUAL	YTD ACTUAL v TARGET RAG	Prior YTD ACTUAL	Variance - YTD vs Prior YTD
1	HE Active applications (next AY - Measure from Dec - Jul)	Monthly	1,418	1,400.0	1,200	1,093	**91.1%**	1,145	-52
2	FE Active applications (next AY - Measure from Dec - Jul)	Monthly	2194	2,300.0	400	543	**135.8%**	435	108
3	FE Credits	Monthly	27085	26,442	24,000	26,371	**109.9%**	26,374	-3
4	Apprenticeship starts	Monthly	409	382	236	295	**125.0%**	243	52
5	Apprentices in Learning (average in year)	Monthly	705	675	675	746	**110.5%**	677	69
6	Apprenticeship Income (excluding T&A)	Monthly	£1,398,960	£1,300,000	£696,000	£909,864	**130.7%**	£747,891	£161,973
8	Commercial Short Course Income	Monthly	£72,508	£75,000	£37,500	£85,545	**228.1%**	£26,989	£58,556
9	HE enrolments (head count)	Monthly	2,074	2,100	2,000	2,167	**108.4%**	2,092	75
10	HE enrolments (year one starts)	Annual	637	750	750	867	**115.6%**	637	230
11	HE FTE (APC figures) (from Oct)	Monthly	1,313.0	1,581.0	1,400.0	1,446.9	**103.4%**	1286	161
13	GA Programmes - New Enrolments	Monthly	191	130	130	115.0	**88.5%**	200	-85
14	Senior Phase Enrolments	Annual	574	564	564	542.0	96.1%	574	-32
18	Early Satisfaction & Engagement Survey (ESES)	Annual	95.7%	96%	96.0%	96.0%	**100.0%**	95.70%	0.30%
23	ESES % Response Rate	Annual	61.0%	60%	60.0%	63.0%	**105.0%**	61.0%	2.00%
32	Modern Apprenticeship successful outcomes (contract year)	Monthly	63.2%	75%	75.0%	68.5%	91.3%	65.70%	2.80%
33	FE progression to further FE study	Annual	39.6%	40%	40.0%	41.5%	**103.8%**	39.60%	1.90%
34	FE progression to HE - actual	Annual	29.7%	35%	35.0%	36.8%	**105.1%**	29.70%	7.10%
35	Mental Health Support appt (non-emergency) offered for within 3 - 10 working days	Monthly	98.0%	97.0%	97.0%	100%	**102.9%**	99%	0.83%
36	Learning Support appt offered for within 6 - 20 working days	Monthly	100.0%	97.0%	97.0%	86%	**88.8%**	100%	-13.83%
37	PLSP - completed and accepted by student (within 10 days of meeting)	Monthly	-	85.0%	85.0%	81.5%	95.9%		

40	Sickness levels	Quarterly	3.63%	2.98%	3.04%	2.60%	**85.5%**	4.10%		-1.50%
41	- Short Term	Quarterly	1.53%			1.31%		1.65%		-0.34%
42	- Long Term	Quarterly	2.10%			1.29%		2.45%		-1.16%
43	% Staff turnover	Quarterly	2.35%	2.45%	2.64%	3.95%	**149.6%**	1.90%		2.05%
44	PRD completion - full or review	Quarterly	44%	75%	125.0%	66%	**52.6%**	68%		-2.20%
45	Student FTE:Academic Staff Ratio	Biannual	20.2	21	20.0	22.3	**111.5%**	21.7		0.6
47	Number of workplace injuries	Monthly	115	115	80	81	101.25%	80		1
48	Number of RIDDOR reportable accidents and illness	Monthly	5		2	4	**2**	4		
49	% of staff completed mandatory IHASCO (H&S) Trg	Quarterly	84%	80%	80.0%	80.0%	**99.9%**	78%		1.95%
59	Room Occupancy - Frequency %	Monthly	40.2%	38.0%	37.8%	33.9%	89.5%	40%		-6.14%
60	CO2 Emissions on Utilities (gross) Tonnes	Monthly	561	532	286	280	97.8%	301		-21
61	CO2 Emissions on Waste - Tonnes	Quarterly	0.821	0.780	0.380	0.262	68.8%	0.4		-0.14
62	Estates reactive task completion rate %	Monthly	95%	96%	96%	96.0%	100.0%	95%		1.0%
63	GTFM % reactive task completion rate	Monthly	95%	96%	96%	96.7%	**100.7%**	95%		1.7%
64	Total % of Capital expenditure budget committed (Aug - March)	Monthly	100%	100%	75.0%	100.0%	133.3%	100%		

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Subject/Title:	Strategic Planning 2026-27
Author: [Name and Job title]	Ludka Orlowska-Kowal Governance Officer
Meeting:	FGP Committee
Meeting Date:	05 March 2026
Date Paper prepared:	24 February 2026
Brief Executive Summary of the paper:	This paper provides the FGP Committee with an update on agreed and proposed actions at the Board Away Day on 04/02/2026. Following documents need reviewing: • Terms of Reference of the FGP Committee • Scheme of Delegation • Code of Good Governance 2025-26 The Committee are asked to review and propose changes to the above documents that would reflect the actual current scope and remit of the FGP Committee.
Action requested: [Approval, recommendation, discussion, noting]	Discussion and Noting.
Link to Strategy: Please highlight how the paper links to, or assists with:**:** □ compliance □ partnership services □ risk management □ strategic plan □ new opportunity/change	Governance Compliance
Resource implications:	Yes / No **If yes, please specify**:
Risk implications:	Yes / No **If yes, please specify:** Operational: Organisational:
Equality and Diversity implications:	Yes/No **If yes, please specify:**

Student Experience Impact:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A
Status – [Confidential/Non confidential]	Non-Confidential
Freedom of Information Can this paper be included in "open" business* [Yes/No]	Yes

*If a paper should **not** be included within "open" business, please highlight below the reason.

Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)		Its disclosure would constitute a breach of confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

Further guidance on application of the exclusions from Freedom of Information legislation is available via

http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp and

http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Purpose of the report

The Committee is asked to review and propose changes to the attached documents that would reflect the actual current scope and remit of the FGP Committee.

Executive Summary

The Chair of the Board requested at the last Board Away Day in February for all Committees to review the current scope and remit of the individual Committees and reflect any changes in the governance documents. A Strategic Day will take place in May 2026, date/time tbc, to review all feedback received and propose amendments to the governance documents.

The FGP Committee is asked to review the attached documents and provide feedback to the Governance Officer during and after the meeting. Sections related to the FGP Committee had been highlighted with pages listed below.

Progress update:

- Item 09.a - Terms of Reference of the FGP Committee
- Item 09.b – Scheme of Delegation - Page 6 (page 69 of the combined document)
- Item 09.c – Code of Good Governance 2025/26 – Page 7 (page 85 of the combined document)

The FGP Committee members are asked to provide verbal and/or written feedback in regard to the documents above and the highlighted sections by Tuesday 31st March 2026. All feedback gathered will be shared with the Committee Chair in early April 2026 and then will be presented at the Strategic Day in May 2026.

Any changes within the governance documents relating to the FGP Committee will be presented to the Committee at the June meeting for consideration and approval. Once approved by the Committee the updated documents will be presented to the Board of Management for comments and approval.

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Finance and General Purposes Committee
Terms of Reference

Membership

Not less than five Members of the board of Management including the Chair and Principal who are members *ex officio*.

Co-opted members can sit on the Committee.

The Vice Chair of the Committee or another nominated member of the Committee, may deputise in the absence of the Chair.

A member of the Executive Management Team may deputise in the Principal's absence.

Quorum

Three members of the Committee entitled to vote upon the items before the meeting.

Frequency of Meetings

The Committee shall meet no less than four times each year.

Remit

The Committee has overall strategic responsibility (within the Financial Memorandum between the College and the Regional Strategic Body) for developing, monitoring and enhancing the direction and oversight of the College's financial affairs.

The Committee has strategic responsibility for developing, monitoring and enhancing the College's existing buildings and estates.

The Finance and General Purposes Committee shall:

1. Monitor, develop and enhance the financial position of the college and report to the Board on any necessary action.
2. Receive, consider and discuss information on non-core grant supported

activity including international student and business development activities

3. Support, monitor, challenge and observe the review of the College Financial Regulations.
4. Support, challenge and enhance the development and implementation of the College's finance and estates strategies and associated plans and submit appropriate reports and recommendations to the Board.
5. Support, challenge and enhance the development and review of the effectiveness of financial management and controls within the College.
6. Receive, consider, discuss and approve the annual revenue and capital budgets and final accounts for recommendation to the Board.
7. Support, challenge and enhance the development of recommendations to the Board regarding the level of tuition fees and other charges.
8. Monitor, support, challenge and observe student recruitment and any actions identified.
9. Approve the write-off of bad debts in accordance with both the limits set in the Scheme of Delegation and the authority which the Committee has delegated to the EMT in respect of bad debts.
10. Support, challenge and enhance the development and implementation of the overall risk management strategy of the college.
11. Monitor and observe compliance with relevant College policies and financial statutory and regulatory requirements;
12. Consider and report on Shared Services in so far as they relate to the provision of such services under the remit of this committee
13. Consider and report on issues of procurement giving consideration to value for money
14. Consider and recommend to the Board on all matters relating to the operation of the Arms Length Foundation
15. Ensure that the college's existing buildings and estates are fit for purpose and are maintained to an appropriate standard, meeting all relevant regulatory requirements including the effective provision of Health and Safety arrangements to meet all legislative requirements.
16. Consider and report on any other financial matters which the Board may delegate or refer from time to time.
17. Data Protection arrangements.

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Scheme of Delegation of the Board of Management of Inverness College UHI

Lead Officer	Chair of the Board of Management
Review Officer	Secretary to the Board of Management
Date first approved by BoM	Mar 2017
First Review Date	Mar 2020
Date review approved by BoM	March 2020
Date review approved by BoM	October 2025
Next Review Date	October 2028
Equality impact assessment	N/A
Further information (where relevant)	

Reviewer	Date	Review Action/Impact

Gov Officer & Information Development Officer	July 2025	To comply with the updated Code of Governance the whole document has been drafted anew. The new Code of Good Governance had been re-formatted in terms of sections listed and the previous Scheme of Delegation did not map correctly onto the new Code. No sections of the Scheme of Delegation have been removed but have been rearranged to mirror the updated Code document. Tracked document was confusing with too many sections moved; for clarity the Gov Officer & Information Development Officer decided to create a brand new document that includes all information form the previous document but has also taken the updated Code into consideration. The Secretary to the Board has been replaced with Governance Officer.

Preamble

UHI Inverness is at the heart of the community, serving the interests of the community, students, employers, governments and their agencies and other stakeholders.

Colleges receive substantial public funding and operate in an increasingly commercial and enterprising way. Boards are expected to innovate, pursue new opportunities and take measured risks in delivering what is best for their stakeholders.

It is right and proper that the highest standards of governance and propriety are expected of our board and those individuals who serve them.

Scotland's colleges have produced a Code of Good Governance which we endeavour to follow. It outlines the principles of good governance and promotes accountability and continuous improvement in how colleges are governed.

The role of the Board of Management is:

- to lead the college and set its strategic direction and values.
- ensure effective management and financial controls to support the student experience with a framework of public accountability and transparency.
- deliver high quality learning outcomes.

Key to the overall role of the Board is the leadership of the Chair, the support given to and by the Principal, and the frankness and openness of mind with which issues are discussed re tackled by all board members.

Individual board members have a duty at act on serious concerns about the governance of their body. Guidance is available in The Guide for Board Member in the College Sector.

Principles

Section A: Leadership and Strategy

- The Board is collectively responsible for setting, demonstrating and upholding the values and ethos of the organisation.
- Every board member must ensure they are familiar with, and their actions comply with the provisions of the board Code of Conduct.

- The principles of public life will be the basis of all decisions and behaviours of board members. They apply individually and collectively. The are:

  Duty/Public Service
  Selflessness
  Integrity
  Objectively
  Accountability and Stewardship
  Openness
  Honesty
  Leadership
  Respect

- The Board is responsible for determining the college's vision, strategic direction, educational character, values and ethos.
- The Board will develop and articulate a clear vision for the college. This will be a formally agreed statement of its aims and desired outcomes which will be sued as the basis for this overall strategy and planning process.
- The Board is responsible for formulating and agreeing strategy by identifying strategic priorities and providing direction within a structured planning framework.
- The Board will ensure effective engagement with all relevant stakeholders in the development of its outcome agreement and monitor performance in achieving the agreed outcomes.
- The Board will contribute constructively to the development of the outcome agreement led by the Regional Strategic Board (RSB) and support the RSB to monitor performance in achieving the agreed outcomes.
- The Board must ensure that a comprehensive performance measurement system is in place which is clearly linked to the regional strategic framework and identifies key performance indicators.
- The Board will demonstrate high levels of corporate social responsibility by ensuring it behaves ethically and contributes to economic development while seeking to improve the quality of life of the local community, society at large and its workforce.
- The Board will exercise its functions with a view to improving economic, cultural and social wellbeing in the locality of the college.

- The Board will provide leadership in equality and diversity.
- The Boad will seek to reflecting ins membership, the make-up of the community through offering maximum opportunity of membership to a range of potential members and removing potential barriers to membership, in partnership with the RSB (as appropriate).

Section B: Quality of the Student Experience

- The Board will have close regarding to the voice of its student and the quality of the student experience.
- The Board will lead by example in relation to openness, by ensuring that there is meaningful on-going engagement and dialogue with students, HISA, and as appropriate staff and trade unions in relation to the quality of the student experience.
- The Board must consider the outcome of student surveys and other student engagements and monito action plans that could impact on the quality of the student experience.
- The Board will have regard to the Framework for the Development of Strong and Effective College Students
- The Board will encourage a strong an autonomous student's association an ensure the students' association is adequately resourced.
- The Board will ensure the student's association operates in a fair and democratic manner and fulfils its responsibilities.
- The Board will review the written constitution of the HISA at least every five years.
- The Board will seek to foster good relationship and ensure it works in partnership with external bodies to enhance the student experience, including employability and the relevance of learning to meet industry needs.
- The Board will ensure appropriate mechanisms are in place for the effective oversight of the quality and inclusivity of the learning experience in the college.

Section C: Accountability

Accountability and Delegation

- The Board will ensure delivery of its agreed contribution to the region's outcome agreement.
- The Board will ensure it fulfils its statutory duties and other obligations on it and the terms and conditions of its grant are met.

- The Board will create and maintain a publicly disclose a current register of interests of all Board members.
- The Board will ensure its' decision making processes are transparent, properly informed, rigorous and timely and appropriate and effective systems of financial and operational control, quality, management of staff, risk assessment and management are established, monitored, continually improved and appropriately impact assessed.
- This includes:

  the prompt production, dissemination and online publication of board/committee agendas, minutes and papers to the public.

  Every board meeting and committee meeting will have a well-structured agenda circulated timeously in advance.

  all key records documenting decisions made by the Board and its sub-committees will be retained as corporate records.

  The quorum for each meeting will be set in line with good practice and preferably at 50%o or higher of non-executive members. When considering the quorum, the Chair may be considered as a non-executive member.

- As a minimum, the Board are required to have committees for Audit, Remuneration, Finance and Nominations/Appointments.
- The board will ensure every board committee has a specific member of the management team to provide objective, specialist advice to support it to discharge its remit, including explanation of the matters under discussion and the possible implications of different options.
- The Board will put in place procedures to ensure effective working relationships and constructive dialogue amongst the Board as a whole and ensure effective reporting and two-way communication takes place between the committees and the Board. The Board will ensure discussions and decision of every committee are accurately recorded and reported to the Board, no later than the next meeting of the Board.

Risk Management

- The Board is responsible for the overall management of risk and opportunity. It will set the risk appetite for the college and will ensure there is an appropriate balance between risk and opportunity, and this is communicated via the Principal to the college's management team.
- The Board will ensure sound risk management and internal control systems are in place and maintained. It will ensure there is a formal on-going process for identifying, reporting evaluating and managing the college's signification risks and review the effectiveness of risk management, business continuity planning and internal control systems.

Audit Committee

- The Audit Committee will support the Board and the Principal by reviewing the comprehensiveness, reliability and integrity of assurances including the college's governance, risk management and interna control framework. The Scottish Government Audit and Assurance Committee Handbook promotes the development of an assurance framework to aid the committee in fulfilling its role Audit and Assurance committee handbook
- The Audit Committees work is defined by its terms of reference. It will have engagement with internal and external auditors and must work with management and auditors to resolve any issues in relation to financial reporting.
- The Audit Committee will promptly pursue recommendation arising from audit reports and will monitor their implementation.
- The member ship of the Audit Committee will not include the Board Chair, the Principal, nor executive members of the college management team. The majority of members will be non-executive. The role of the college executive is to attend meeting at the invitation of the committee Chair and to provide information for particular agenda items.
- The Audit Committee members will meet with the internal and external auditors without the executive team present at least annually.
- At least one member of the Audit Committee will have recent relevant financial or audit experience.

Renumeration Committee

- All members will undertake the on-line training module for Remuneration Committees provided by the College Development Network within one month of appointment.

- The Board will put in place a formal procedure for setting the remuneration of the Principal by a designated committee of non-executive members.
- The Board Chair cannot be the Chair of the Remuneration Committee (but they can be a member of it).

Financial and Institutional Sustainability

- The Board will ensure compliance with its Financial Memorandum either with the Scottish Funding Council (SFC) or the RSB depending on which body is funding it.
- The Board will ensure:
  funds are used economically, efficiently and effectively as possible:
  effective monitoring arrangements are in place;
  college staff report relevant financial matters to it.
- The Board will ensure all members are aware of their responsibilities under Chairty legislation and for complying with relevant provisions as set out by the Office of the Scottish Chairty Regulator Guidance and Good Practice for Chairty Trustees

Staff Governance

- The Board as the employer, is responsible for promoting positive employee relations and for ensuring effective partnership between recognised trade unions and management.
- The Board will comply with the nationally agreed college sector Staff Governance Standard
- The Board will comply with collective agreements placed on it through national collective bargaining for colleges.

Section D: Effectiveness

The Board Chair

- The chair is responsible for leadership of the board and ensuring its effectiveness in all aspects of its role. The chair is responsible for setting the boards' agenda an ensuring that adequate time is available for discussion of all agenda items, particularly strategic issues. The chair must promote a culture of openness and debate by:
  - Encouraging the effective contribution of all board members:

  - Fostering constructive challenge and support to the Principal, executive team and fellow board members;
  - Effective team-working;
  - Positive relations between board members.
- The chair will engage with the Principal and the Governance Officer in a manner which is both constructive and effective.
- The Board and it's committees will have the appropriate balance of skills, experience, independence an knowledge of the college to enable them to discharge their respective duties and responsibilities effectively.

Senior Independent Member

- The Board must appoint one of the non-executive member to be the Senior Independent Member to provide a sounding board for the Chair and to serve as an intermediary for the Principal, other board members and the Governance Officer when necessary.
- The Senior Independent Member will also be available where contact through the normal channels of Chair, Principal or Governance Officer has failed to resolve an issue or for which such contact is inappropriate.
- The Senior Independent Member is responsible for holding annual meeting with Baord members, without the Chair to appraise the Chair's performance and provide the Chair with relevant feedback. Further guidance on the role can be found in The Guide for Board Members in the College Sector

Board Members

- Each board member is collectively responsible and accountable for all board decisions. Board members must make decision in the best interests of the college and as a whole rather than selectively or in the interest of a particular group.
- Staff and student board members are full board members and bring essential and unique, skills, knowledge and experience to the board. They must not be excluded from board business unless there is a clear conflict of interest in common with all board members.
- All board members , as charity trustees, including staff and student board members, have legal duties and responsibilities under the Charities Act 2005. This includes registering any personal interests that could be seen as conflicting with the interests of the college. The objective test for judging if there is a conflict of interest is:
  "…..whether a member of the public, with knowledge of the relevant facts, would

reasonably regard the interest as so significant that it is likely to prejudice your decision making in your role as a member of a public body"

Principal and Chief Executive

- The Board will appoint the Principal, as Chief Executive of the college, securing approval for the appointment and terms and conditions of the appointment from the RSB if necessary.
- The Board will ensure there is an open and transparent recruitment process for the appointment. Students and staff will have an opportunity to contribute to the recruitment process.
- The Board will delegate to the Principal, as Chief Executive, authority for the academic, corporate, financial, estate and human resource management of the college, and will ensure the establishment of such management functions are undertaken by and under the authority of the Principal.
- The Board will ensure there is a clear process in place to set and agree personal performance measures of the Principal. This process will seek the views of students and staff. The Chair on behalf of the Board, will monitor, review and record the Principal's performance, at least annually, against the agree performance measures.
- The Principal as a Board member shares responsibility for good governance with the Chair and all other members of the Board, supported by the Governance Officer. The Principal also enables good governance through supporting effective communication and interaction between the Board and the rest of the college including staff and students.
- The Board will provide a constructive challenge to the Principal and the executive team and hold them to account.

Governance Officer

- The Board will appoint a Governance professional who is responsible to it and reports directly to the Chair in their governance professional capacity. The Governance professional may be a member of the senior management team in their governance professional capacity, but they cannot hold any other senior management team position at the same time. The appointment and removal of the governance professional is a decision for the Board.

- All Board members will have access to the Governance Officer who has an important role in advising the Board, the committees and individual Board members and supporting good governance.
- The distinctive governance professional role includes:
  facilitating good governance and advising board members on:
  the proper exercise of their own powers, including in relation to relevant legislation
  The Boards's compliance with its Financial Memorandum, the Code of Good Governance, its Standing Orders and Scheme of Delegation
  Their behaviour and conduct in relation to the Board's Code of Conduct.
- Providing clear advice to the Chair and the Board/committees on any concerns the Governance Officer may have that Board members have not been given:

  sufficient information
  information in an appropriate form
  sufficient time to monitor, scrutinise or make informed and rigorous decisions in an open and transparent way.

- The Governance Officer is responsible for attending all Board and Committee meetings. Where they are unable to attend, they retain overall responsibility and will arrange cover with a person who is fully able to discharge the role effectively.
- The Governance Officer has the unambiguous right to speak at Board and Committee meeting to convey any concerns they may have about governance. This extends to someone substituting for the Governance Officer.
- The Governance Officer is also responsible for reporting any unresolved concerns about the governance of the body to the relevant funding body e.g. SFC or the RSB.
- The Board will ensure the Governance Officer:
  has suitable skills, knowledge and behaviours to carry out their role effectively
  Receives appropriate induction, and if new to the role, is mentored by a more experienced governance professional for at least their first year.
  has adequate time and resources available to undertake their role effectively.
- The Board will ensure arrangements are in place to deal with a Governance Officer's potential or real conflict of interest.

Board Member Appointment, Induction and Training

- The Board is responsible for ensuring appropriate arrangements are in place for the conduct of student elections and nominations, and elections and nominations of staff members to the Board. The Board will have regard to the current ministerial guides on the appointments.
- The Chair will ensure that new Board members receive a formal induction on joining the board, tailored in accordance with the individual and collective needs. The Governance Officer will support the Chair in the provision of relevant induction for new Board members.
- The Board will ensure all Board members undertake appropriate training and development in respect of their governance role. The Governance Officer will support the Chair in the provision of relevant opportunities which will be tailored to meet Board members skills and needs. The Governance Officer will retain records of all development activities for Board members including the Chair.
- The Board will ensure that all new committee members will receive a committee induction and have their specific training needs assessed and met.

Board Evaluation

- The Board will ensure appropriate mechanisms are in place to evidence extensions to the term of office of board appointments.
- The Board will put in place an effective, robust self-evaluation process to ensure its effectiveness is reviewed annually. This will be an externally facilitated review, and the Board will determine the timing for this.
- The Board will share its self-evaluation (including externally facilitated evaluation) and Board development plan (including review on previous year's plan) with its funding body (SFC or RSB) and publish them on-line.
- The Board will agree a process for evaluation the effectiveness of the Board Chair and the Committee Chairs. The evaluation of the Board Chair will normally be led by the Senior Independent member.
- The Board will ensure all Board members are subject to appraisal of their performance, conducted at least annually, normally led by the Chair of the Board.
- The performance of the college Chair will also be evaluated by the RSB, as they are appointed by the University Court and are accountable to them.

Section E: Relationships and Collaboration

Partnership Working

- The Board will work in partnership to secure the coherent provision of high quality fundable further and higher education in their localities.
- The Board will ensure effective consultation, local and regional planning will follow the principles of effective collaborative working: mutual respect; trust and working towards commonly agreed outcomes.
- The Board will ensure effective partnership working with local and national bodies including businesses, public an third sector organisation to develop commonly agreed priorities following the principles of effective collaborative working.
- The Board will encourage and support effective partnership working and collaboration within and across regions to address local needs and meet national priorities and specialisms.

CODE of GOOD GOVERNANCE for SCOTLAND'S COLLEGES

THE CODE OF GOOD GOVERNANCE FOR SCOTLAND'S COLLEGES

2025-2026

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1. BACKGROUND

The original *Code of Good Governance for Scotland's Colleges* was published in December 2014. The Code is reviewed and updated annually by the Good Governance Steering Group. This is the edition for the 2025-26 session.

Colleges Scotland will act as custodian for any future reviews in liaison with the Good Governance Steering Group and in keeping with the way that the Code was created, the broad range of stakeholders who developed the Code will be engaged fully with any revisions. CDN will take responsibility for the production and dissemination of the Code document.

This Code refers to regional colleges, assigned colleges and regional strategic bodies.

2. FOREWORD

Colleges in Scotland thrive in the heart of their communities, serving the interests of those communities, students, employers, governments and their agencies and other stakeholders. They have an essential and valuable role in Scottish society. Colleges deliver 68 million hours of learning each year, and 95% of these learning hours lead to a recognised qualification. Across Scotland colleges employ 14,000 staff and deliver education, skills and training to 248,900 students and 14,830 apprentices. .

Colleges receive substantial public funding and also operate in an increasingly commercial and enterprising way. We value the significant contribution college board members make to governing our colleges and regional strategic bodies, and to their stewardship of taxpayer's money, ensuring its efficient and effective use.

Boards are expected to innovate, pursue new opportunities and take measured risks in delivering what is best for their stakeholders.

Against this background, it is right and proper that the highest standards of governance and propriety are expected of our boards and those individuals who serve them. This Code of Good Governance codifies the principles of good governance for learners and learning that already exist in our colleges and promotes accountability and continuous improvement in how colleges and regional strategic bodies are governed.

The Code is based on key principles and has been written in a way that is mandatory and anticipates compliance. All colleges that receive funding from the Scottish Funding Council (SFC) or from a regional strategic body must comply with the Code as a term and condition of grant. Exceptions should be rare and must be explained publicly.

In addition to demonstrating good governance, colleges and regional strategic bodies must also ensure compliance with their statutory and other obligations. The governance professional role is vital in providing guidance to the board on its legal and other obligations.

Colleges have an important individual and collective role to play in promoting economic, social, and cultural well-being. We expect this Code to provide the essential underpinning to help discharge that role to the highest standards possible.

Dr David C. Watt OBE
Chair of the Good Governance Steering Group

3. CODE OF GOOD GOVERNANCE FOR SCOTLAND'S COLLEGES

Governance and the Code

Corporate governance:

- is the way in which organisations are directed and controlled within a legislative and regulatory framework
- defines the distribution of rights and responsibilities among the different stakeholders and participants in the organisation
- determines the rules and procedures for making decisions on corporate affairs including the process through which the organisation's objectives are set
- provides the means of achieving those objectives and monitoring performance.

Scotland's colleges refer to colleges either funded by SFC or by a regional strategic body for the provision of education. Such colleges can be incorporated or non-incorporated. The overarching purpose of good governance for Scotland's colleges is to:

- lead the college, region or regional strategic body and set its strategic direction and values
- ensure effective management and financial controls to support the student experience within a framework of public accountability and transparency
- deliver high quality learning and outcomes.

The *Code of Good Governance for Scotland's Colleges* has been developed and is owned by the college sector. Colleges are required to comply with it as a condition of grant from either SFC or their regional strategic body. It establishes standards of good governance practice for all boards and provides the essential foundations for compliance within the legislative framework.

Boards must not only follow the letter but also the spirit of the Code to ensure good governance. Boards must think deeply, thoroughly and on a continuing basis about their overall tasks and the implications of these for the roles of their individual members. Key to this is the leadership of the chair, the support given to and by the principal, and the frankness and openness of mind with which issues are discussed and tackled by all board members.

Statement of Compliance with Good Governance

Each board must state its adoption of the Code in the corporate governance statement contained in its annual financial statement. The chair, on behalf of the board, is expected to report as to how the principles have been applied by the board. Where, for whatever reason, a board's practice is not consistent with any principle of the Code, it should make this known to SFC or, if it is an assigned college, the regional strategic body. This should be done immediately they become aware of an inconsistency and, without exception, in advance of publishing the information. An explanation for that inconsistency must be clearly stated in its corporate governance statement. Boards will be expected to offer a clear rationale for exceptions in the context of their college's operational model and to identify mitigations.

Individual board members have a duty to act on serious concerns about the governance of their body. Information on who board members can approach is included in *The Guide for Board Members in the College Sector* available from the College Development Network.

4. PRINCIPLES

Section A: Leadership and Strategy

Conduct in Public Life

A.1 Every college and regional strategic body must be governed by an effective board that is collectively responsible for setting, demonstrating, and upholding the values and ethos of the organisation.

A.2 Every board member must ensure that they are familiar with, and their actions comply with the provisions of their board's Code of Conduct.

A.3 The *Nine Principles of Public Life in Scotland*, which incorporate the seven Nolan principles, must be the basis for board decisions and behaviour. These key principles, which apply individually and collectively, are:

- Duty/Public Service
- Selflessness
- Integrity
- Objectivity
- Accountability and Stewardship
- Openness
- Honesty
- Leadership
- Respect

Vision and Strategy

A.4 The board is responsible for determining their institution's values, vision, strategic direction, educational character, , and ethos. Regional strategic bodies must also determine the regional strategy for colleges assigned to them. The board of an assigned college must have regard to the strategy determined by the regional strategic body. Board members have a collective leadership role in fostering an environment that enables the body to fulfil its mission and meet Scottish Government priorities, for the benefit of students and the community it serves.

A.5 The board must develop and articulate a clear vision for the region or college. This should be a formally agreed statement of its aims and desired outcomes which should be used as the basis for its overall strategy and planning processes.

A.6 The board provides overall strategic leadership of the region or college. The board is responsible for formulating and agreeing strategy by identifying strategic priorities and providing direction within a structured planning framework.

A.7 The board (except in the case of assigned college boards) is responsible for overseeing the negotiation of its funding agreement with SFC, to meet the needs of the college or region and make best use of available funding, consistent with national strategy.

A.8 The roles and responsibilities of the boards of assigned colleges should be undertaken in the context of the roles and responsibilities of their regional strategic body.

Performance

A.9 The board must ensure that a comprehensive performance measurement system is in place which is clearly linked to the regional strategic framework and identifies key performance indicators. It must ensure that it scrutinises performance measures and reports these on their website in a manner that is both timely and accessible to stakeholders. This will allow the board to determine whether or not the vision and mission of the region or the college are being fulfilled and that the interests of stakeholders are being met.

Corporate Social Responsibility

A.10 The board must demonstrate high levels of corporate social responsibility by ensuring it behaves ethically and contributes to economic development while seeking to improve the quality of life of the local community, society at large and its workforce.

A.11 The board must exercise its functions with a view to improving economic, cultural and social wellbeing in the locality of the college or region. It must have regard to social and economic needs and social inclusion.

A.12 The board must provide leadership in equality and diversity.

A.13 The board must seek to reflect in its membership, the make-up of the community through offering maximum opportunity of membership to a range of potential members and removing potential barriers to membership, in partnership with its regional strategic body, as appropriate.

Section B: Quality of the Student Experience

Student Engagement

B.1 The board must have close regard to the voice of its students and the quality of the student experience should be central to all board decisions.

B.2 The board must lead by example in relation to openness, by ensuring that there is meaningful on-going engagement and dialogue with students, the students' association and as appropriate staff and trade unions in relation to the quality of the student experience. Consultation is essential where significant changes are being proposed.

B.3 The board must consider the outcome of student surveys and other student engagements and monitor action plans that could impact on the quality of the student experience.

B.4 The college board must have regard to the Framework for the Development of Strong and Effective College Students' Association in Scotland. It must put in place robust partnership procedures (e.g. partnership agreement) to work together to achieve change and which are supported by regular and open communications.

B.5 The college board must encourage a strong and autonomous students' association and ensure that the students' association is adequately resourced.

B.6 The college board must ensure that the students' association operates in a fair and democratic manner and fulfils its responsibilities.

B.7 The college board should review the written constitution of its students' association at least every five years.

Relevant and High-Quality Learning

B.8 The board must seek to secure coherent provision for students, having regard to other provision in the region or college's locality. The board must be aware of external local, national and international bodies and their impact on the quality of the student experience, including community planning partners, employers, skills development and enterprise agencies and employer bodies. The board must seek to foster good relationships and ensure that the body works in partnership with external bodies to enhance the student experience, including employability and the relevance of learning to industry needs.

Quality Monitoring and Oversight

B.9 The board must ensure appropriate mechanisms are in place for the effective oversight of the quality and inclusivity of the learning experience in the college or region. The board must ensure that the college works in partnership with sector quality agencies and other appropriate bodies to support and promote quality enhancement and high-quality services for students.

Section C: Accountability

Accountability and Delegation

C.1 The board is primarily accountable to its main funder, either SFC or its regional strategic body. Through the chain of funding, the body is ultimately responsible to the Scottish Ministers who are accountable to the Scottish Parliament.

C.2 The board must ensure delivery of its agreed outcomes or in the case of an assigned college, its agreed contribution to the region's agreed outcomes.

C.3 The board must ensure it fulfils its statutory duties and other obligations on it, and that the terms and conditions of its grant are being met.

C.4 Scottish Ministers have powers to suspend or remove by order any or all board members of an incorporated college (except the principal) or a regional board for serious or repeated breaches of a term and condition of grant.

C.5 The board also has a wider accountability to a range of stakeholders including students (both current and prospective), its staff, the wider public, employers and the community it serves, for the provision high quality education that improves people's life chances and social and economic well-being.

C.6 Incorporated colleges and regional boards must maintain and publicly disclose a current register of interests for all board members. Board members have a personal responsibility to ensure any changes to their register of interests are notified timeously to the governance professional and to declare any specific conflicts of interest in the business of the meeting prior to the commencement of each meeting of the board and its committees and withdraw from meetings as appropriate.

See section D.6 for the 'objective test' for judging if there is a conflict of interest.

C.7 The board must ensure that its decision-making processes are transparent, properly informed, rigorous and timely, and that appropriate and effective systems of financial and operational control, quality, management of staff, risk assessment and management are established, monitored, continuously improved and appropriately impact assessed. This includes:

a) the prompt production, dissemination and online publication of board/committee agendas, minutes and papers to the public
b) every board meeting and every committee meeting having a well-structured agenda circulated timeously in advance
c) the retention of all key documentation which help justify the decisions made by the board and its committees
d) setting quorum for board and committee meetings in line with good practice and preferably at 50% or higher are non-executive members. A board should satisfy itself that adequate arrangements are in place to ensure that decisions it has delegated to a committee are taken with a non-executive majority. When determining a quorum, the chair of the board may be considered to be a non-executive member. (see Annex 1 for the definition of non-executive)

C.8 The board may delegate responsibilities to committees for the effective conduct of board business. As a minimum the committees required are Audit, Remuneration, Finance and Nominations/Appointments. Delegation of responsibilities from and matters reserved to the board and its committees must be set out in a scheme of delegation including the functions delegated by the board to the chair, committees, the principal and the governance professional (and any other members of staff).

Incorporated college boards and regional boards have no powers to delegate functions to an individual board member (except the chair who has no authority to act out with their delegated powers).

C.9 The board must ensure every board committee has a specified member of the management team to provide objective, specialist advice to support it to discharge its remit, including by explaining in an accessible way the matters under discussion and the possible implications of different options.

C.10 The board must consider and have in place procedures to ensure effective working relationships and constructive dialogue amongst the board as a whole and ensure there are effective reporting and two-way communications between committees and the board. The board must ensure that discussions and decisions of every committee are accurately recorded and reported to the board, no later than the next meeting of the board.

Risk Management

C.11 The board of a college or a regional body is responsible for the overall management of risk and opportunity. It must set the risk appetite of the body and ensure there is an appropriate balance between risk and opportunity and that this is communicated via the principal to the body's management team.

C.12 The board must ensure that sound risk management and internal control systems are in place and maintained. It must ensure there is a formal on-going process for identifying, reporting, evaluating and managing the body's significant risks and review the effectiveness of risk management, business continuity planning and internal control systems.

Audit Committee

C.13 The Audit Committee must support the board and the principal by reviewing the comprehensiveness, reliability and integrity of assurances including the body's governance, risk management and internal control framework. The Scottish Government Audit and Assurance Committee Handbook promotes the development of an assurance framework to aid the Committee in fulfilling this role. See Audit and Assurance Committee Handbook

C.14 The scope of the Audit Committee's work must be defined in its terms of reference and encompass all the assurance needs of the board and the principal. The Audit Committee must have particular engagement with internal and external audit, and must work with management and auditors to resolve any issues in relation to financial reporting.

C.15 The Audit Committee must promptly pursue recommendations arising from audit reports and must monitor their implementation.

C.16 The membership of the Audit Committee cannot include the board chair or the principal and, in line with the Audit and Assurance Committee Handbook, 'executive members of the organisation should not be appointed to the Audit and Assurance Committee', and the majority of members must be non-executive. The role of the college executive is to attend meetings at the invitation of the committee chair and to provide information for particular agenda items.

C.17 The Audit Committee terms of reference must provide for the committee to sit privately without any non-members present for all or part of a meeting if they so decide. The Audit Committee members should meet with the internal and external auditors without the executive team present at least annually.

C.18 At least one member of the Audit Committee should have recent relevant financial or audit experience.

Remuneration Committee

C.19 It essential that members of the Remuneration Committee understand their role and responsibilities. Members must undertake the online training module for Remuneration Committees provided by College Development Network within one month of appointment.

C.20 The board must have a formal procedure in place for setting the remuneration of the principal by a designated committee of non-executive members. The board may wish to supplement this by taking evidence from a range of sources. In particular, staff and students should have a role in gathering and submitting evidence in relation to the college principal to the relevant committee.

C.21 The board chair cannot be the chair of the Remuneration Committee (but they can be a member of it).

Financial and Institutional Sustainability

C.22 The board is responsible for ensuring the financial and institutional sustainability of the body. The board must ensure compliance with its Financial Memorandum (either with SFC or the regional strategic body, depending on which is funding it), including in relation to incorporated colleges and regional boards, relevant aspects of the Scottish Public Finance Manual.

C.23 The board must ensure that:

- funds are used as economically, efficiently and effectively as possible
- effective monitoring arrangements are in place
- college staff report relevant financial matters to it.

C.24 For colleges that are charitable organisations, board members are also charity trustees. The board of a college that is a charity must ensure its members are aware of their responsibilities under charity legislation and for complying with relevant provisions as set out by the Office of the Scottish Charity Regulator. See OSCR Guidance and Good Practice for Charity Trustees (02.04.25)

Staff Governance

C.25 The college board as the employer, is responsible for promoting positive employee relations and for ensuring effective partnership between recognised trade unions and management.

C.26 The board must have a system of corporate accountability in place for the fair and effective management of all staff, to ensure all legal obligations are met and all policies and agreements are implemented and identify areas that require improvement and to develop action plans to address them.

C.27 The college board must comply with collective agreements placed on it through national collective bargaining for colleges.

Section D: Effectiveness

The Board Chair

D.1 The chair is responsible for leadership of the board and ensuring its effectiveness in all aspects of its role. The chair is responsible for setting the board's agenda and ensuring that adequate time is available for discussion of all agenda items, particularly strategic issues. The chair must promote a culture of openness and debate by:

- encouraging the effective contribution of all board members
- fostering constructive challenge and support to the principal, executive team and fellow board members
- effective team-working
- positive relations between board members.

The chair must engage with the principal and the governance professional in a manner which is both constructive and effective.

D.2 The board and its committees must have the appropriate balance of skills, experience, independence and knowledge of the body to enable them to discharge their respective duties and responsibilities effectively.

Senior Independent Member

D.3 The board must appoint one of the non-executive members to be the senior independent member to provide a sounding board for the chair and to serve as an intermediary for the principal, other board members and the governance professional when necessary (see Annex 1 for the definition of 'non-executive'). The senior independent member should also be available where contact through the normal channels of chair, principal or governance professional has failed to resolve an issue or for which such contact is inappropriate. The senior independent member is also responsible for holding annual meetings with Board members, without the Chair, to appraise the Chair's performance and provide the Chair with relevant feedback

Further information on the role of the senior independent member can be found in The Guide for Board Members in the College Sector.

Board Members

D.4 Each board member is collectively responsible and accountable for all board decisions. Board members must make decisions in the best interests of the college and/or region as a whole rather than selectively or in the interests of a particular group.

D.5 Staff, student and trade union board members are full board members and bring essential and unique, skills, knowledge and experience to the board. Staff, student and trade union board members must not be excluded from board business unless there is a clear conflict of interest, in common with all board members.

D.6 Where the college is a charity, all board members, as charity trustees, including staff, student and trade union board members, have legal duties and responsibilities under the Charities Act 2005. This includes registering any personal interests that could be seen as conflicting with the interests of the body. The 'objective test' for judging if there is a conflict of interest is:

"… whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as so significant that it is likely to prejudice your decision making in your role as a member of a public body".

Principal and Chief Executive

D.7 The college board must appoint the principal as chief executive of the college, securing approval for the appointment and terms and conditions of the appointment from the regional strategic body if necessary.

D.8 The college board must ensure there is an open and transparent recruitment process for the appointment. Students and staff must have an opportunity to contribute to the recruitment process.

D.9 The college board must delegate to the principal, as chief executive, authority for the academic, corporate, financial, estate and human resource management of the college, and must ensure the establishment of such management functions are undertaken by and under the authority of the principal.

D.10 The college board must ensure a clear process is in place to set and agree personal performance measures for the principal. This process should seek the views of students and staff. The chair, on behalf of the board, should monitor, review and record the principal's performance, at least annually, against the agreed performance measures.

D.11 The principal, as a board member, shares responsibility for good governance with the chair and all other members of the board, supported by the governance professional. The principal also enables good governance through supporting effective communication and interaction between the body and the rest of the college including staff and students.

D.12 The board provides strategic direction for the region and/or college, and the chair provides leadership to the board. The principal provides leadership to the staff of the body.

D.13 The board must provide a constructive challenge to the principal and executive team and hold them to account.

Governance Professional

D.14 The board must appoint a governance professional who is responsible to it and reports directly to the chair in their governance professional capacity. The governance professional may be a member of the senior management team in their governance professional capacity, but they cannot hold any other senior management team position at the same time. The appointment and removal of the governance professional is a decision of the board.

D.15 All board members must have access to the governance professional who has an important governance role in advising the board, the committees and individual board members and supporting good governance. The distinctive governance professional role includes:

- facilitating good governance and advising board members on:
  - the proper exercise of their powers, including in relation to relevant legislation
  - the board's compliance with its Financial Memorandum, the Code for Good Governance, its Standing Orders and Scheme of Delegation
  - their behaviour and conduct in relation to the board's Code of Conduct.
- providing clear advice to the chair and the board/committees on any concerns the governance professional may have that board members have not been given:
  - sufficient information
  - information in an appropriate form
  - sufficient time to monitor, scrutinise or make informed and rigorous decisions in an open and transparent way.
- attending and providing support to every board meeting and every meeting of every board committee. Where the governance professional is unable to attend, while the governance professional retains overall responsibility, proper arrangements must be made to cover the role with a person who is fully able to discharge the role effectively.
- having an unambiguous right to speak at board and committee meetings to convey any concerns they may have about governance. This extends to someone substituting for the governance professional.
- reporting any unresolved concerns about the governance of the body to the relevant funding body (i.e., SFC or the regional strategic body).

D.16 The board must ensure the governance professional:

- has suitable skills, knowledge and behaviours to carry out their role effectively
- receives appropriate induction, and if new to the role, is mentored by a more experienced governance professional for at least their first year
- has adequate time and resources available to undertake their role effectively.

D.17 The board must ensure arrangements are in place to deal with a governance professional's potential or real conflicts of interest.

Board Member Appointment, Induction and Training

D.18 For boards with responsibility for board appointments, the board must ensure a formal and open procedure is in place for recruiting and selecting new non-executive board members. Boards must have regard to current Ministerial Guidance on board appointments.

D.19 The board is responsible for ensuring appropriate arrangements are in place for the conduct of student elections and nominations, and elections and nominations of staff and trade union members to the board.

D.20 The chair must ensure that new board members receive a formal induction on joining the board, tailored in accordance with their individual and collective needs. The governance professional should support the chair in the provision of relevant induction for new board members.

D.21 The board must ensure all board members undertake appropriate training and development in respect of their governance role. The governance professional should support the chair in the provision of relevant training and development opportunities for board members, which should be tailored to meet board members skills and needs. The governance professional must keep records of the development activity of board members, including the chair.

D.22 The board must ensure that new committee members receive a committee induction and have their specific training needs assessed and met.

Board Evaluation

D.23 Extension of the term of office of board appointments requires evidence and the board must ensure appropriate mechanisms are in place to support this.

D 24 The board must keep its effectiveness under annual review and have in place a robust self-evaluation process. There should also be an externally facilitated evaluation of its effectiveness every three to five years. The board should determine the timing for this externally facilitated review as part of the annual effectiveness review. The board is not required to conduct a self-evaluation of its effectiveness in the same year as an externally facilitated evaluation. The board must send its self-evaluation (including an externally facilitated evaluation) and board development plan (including progress on previous year's plan) to its funding body and publish them online.

D.25 The board must agree a process for evaluating the effectiveness of the board chair and the committee chairs. The evaluation of the board chair should normally be led by the senior independent member.

D.26 The board must ensure all board members are subject to appraisal of their performance, conducted at least annually, normally by the chair of the board.

D.27 The performance of regional college chairs will also be evaluated by the Scottish Government, as regional college chairs are appointed by the Scottish Ministers and are personally accountable to them.

D.28 The performance of assigned, incorporated college chairs will also be evaluated by the regional strategic body, as they are appointed by the regional strategic body and are personally accountable to them.

Section E: Relationships and Collaboration

Partnership Working

E.1 The board must work in partnership to secure the coherent provision of high quality fundable further and higher education in their localities.

E.2 The board must ensure effective consultation, local and regional planning and must follow the principles of effective collaborative working: mutual respect, trust and working towards commonly agreed outcomes.

E.3 The board must ensure effective partnership working with local and national bodies including businesses, public and third sector organisations to develop commonly agreed priorities following the principles of effective collaborative working.

E.4 The board must encourage and support effective partnership working and collaboration within and across regions to address local needs and meet national priorities and specialisms.

ANNEX 1

References and Definitions

- "**college**" means a college funded by either SFC or a regional strategic body.
- "**incorporated college**" means a college with a board of management under part 1 of the Further and Higher Education (Scotland) Act 1992.
- "**assigned** college" means a college assigned to a regional strategic body.
- "**board**" means the governing body of the college or to the regional strategic body.
- "**body**" means the organisation in question, i.e., a college or regional strategic body.
- "**principal**" includes where appropriate in the context, the chief officer or equivalent person of a regional strategic body.
- '**non-executive**' means a member who is not the chair of the board and who does not otherwise hold a specific position on the board i.e., is not a student member or a staff or trade union member; and in the case of a college board, is not the principal; and in the case of a regional board is not the chair of an assigned college.
- The reference to a non-executive majority under C.7(d) reflects the underlying governance principle of ensuring an appropriate degree of independence and objectivity in all board decision-making. A board quorum should always require a non-executive majority. When determining a quorum, the chair of the board may be considered to be a non-executive member.
- The Court of the University of the Highlands and Islands (UHI) is the Regional Strategic Body (RSB) for the region and is the only RSB in Scotland.

Colleges Scotland

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ITEM 11.

Finance & General Purposes Committee

Subject/Title:	Data Protection Report
Author: [Name and Job title]	Suzanne Stewart, Data Controller
Meeting:	Finance & General Purposes Committee
Meeting Date:	5th March 2026
Date Paper prepared:	25th February 2026
Brief Executive Summary of the paper:	Report provides a general update and outlines concerns with operational activity in relation to compliance with the UK GDPR.
Action requested: [Approval, recommendation, discussion, noting]	For noting
Link to Strategy: Please highlight how the paper links to, or assists with: - compliance - partnership services - risk management - strategic plan - new opportunity/change	The content of this paper links to compliance and general risk management.
Resource implications:	**If yes, please specify**:
Risk implications:	**If yes, please specify:** Organisational risks
Equality and Diversity implications:	N/A If yes, please specify:

Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A

Status – [Non confidential]	Open/Non-confidential
Freedom of Information Can this paper be included in "open" business* [Yes]	Yes

*If a paper should **not** be included within "open" business, please highlight below the reason.

Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (S33)		Its disclosure would constitute a breach of confidence actionable in court (S36)	
Its disclosure would constitute a breach of the Data Protection Act (S38)		Other (please give further details)	
For how long must the paper be withheld? (express either as the time which needs to pass or a condition which needs to be met.)			

Further guidance on application of the exclusions from Freedom of Information legislation is available via

http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp and

http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Purpose of report

To raise awareness of current activities that have legal implications under data protection law and/or or carry a potential risk (data security, information risk, financial or reputational risk). Also, to demonstrate the breadth of impact of data protection legislation across the organisation.

CCTV Activity

The following report was provided to this committee in February 2025.

"GTFM have recently appointed a new contractor for planned and preventative maintenance on the CCTV system. The situation is complex in that GTFM own the equipment and the college owns the recorded data.

A 3 way agreement is required between the college (as Data Controller), GTFM and the contractor (Data Processors) to govern access to the system for maintenance purposes. The risks that need to be mitigated relate to:

- *privacy invasion (potential to people watch on live stream)*
- *Data Security (security of recorded footage)*
- *Building security (access to camera locations, cameras view/positioning)*

Action is underway to take this forward as both GTFM and the contractor are keen for work to be undertaken remotely (where possible) as this is more cost and time efficient."

Unfortunately, little progress has been made. A tripartite agreement was drafted and issued to both GTFM and their contractor back in September 2025. To date, neither party has offered any formal response to the document.

The purpose of the document is to outline the procedural boundaries and security arrangements to be followed, to protect all parties and ensure the on-going security of the system and recorded footage.

The situation regarding maintenance of the CCTV system (to address reported faults) continues to be problematic without an agreed protocol in place. A recent site visit to rectify a fault (7 cameras reported as not recording) resulted in the cameras being fixed

but 30 days recorded footage having was erased from 25 different cameras. We have no control over the contractor as they have been engaged by GTFM. The aim is for all 3 organisations to agree the procedures to be followed both for on-site and remote fault rectification.

The matter has been reported to both the Estates & Campus Services Manager and the Director of Finance and Estates, who are taking the matter forward.

UHI Transformation Project Work

It's difficult to assess how things currently stand from a data protection/information security perspective as there is little oversight of what is going on. The UHI Information Governance Group was created to oversee the Transformation Group Activities from a governance perspective. However, at times, the project has galloped forward at a fast pace, showing blatant disregard for the procedures put in place to protect the network and mitigate risk.

There has been some retrospective activity which appears little more than a box ticking exercise (completion of data protection impact assessment for the processing of personal data related to the FBC). Things have since moved on so it's impossible to mitigate risks once the work activity has taken place. This results in no learning or knowledge gained by those involved, leaving the partnership further exposed as work continues.

Compliance Monitoring

Department GDPR compliance monitoring normally takes place between March-May. Activity is focussed the departments processing high volumes of personal data and those where information risk is higher e.g. Admissions, Enrolment, Funding, Finance and HR (the Estates team are also included due to the management of contractors).

No compliance monitoring was undertaken during 2024/25. This was due largely to the work required to process a sizable Subject Access Request, in addition to the Data Controller reducing their working hours to 3 days per week.

There was also a university wide concern, regarding the volume of data stored within Outlook mailboxes.

Time available for monitoring compliance was re-allocated to focus on records management across the whole college as centrally within UHI a limit of 15GB was to be applied to all mailboxes (from 1st August 2025). Failure to address the issue would have resulted in mailboxes being frozen with users unable to send or receive communications.

Short training sessions were offered on MS Teams to groups of staff and teams to show effective ways of reducing data. Numerous 1:1 sessions were also necessary to support staff to deal with the situation. The ICT department provided monthly reports listing each staff member's storage status. These were used to target individuals and teams to ensure the necessary work was undertaken by 31st July.

As a result of redirecting compliance monitoring to a different activity, all staff mailboxes were reduced to below the 15GB limit before the start of 2025/26.

Finance & General Purposes

Subject/Title:	09. Estates and Campus Services Report
Author: [Name and Job title]	Martin Kerr, Estates & Campus Manager
Meeting:	Finance and General Purposes Committee
Meeting Date:	05/03/2026
Date Paper prepared:	23/02/ 2026
Brief Summary of the paper:	This paper provides updates on our carbon management plan, waste management and capital projects, together with reporting on aspects of soft FM and hard FM performance
Action requested: [Approval, recommendation, discussion, noting]	Noting
Link to Strategy: Please highlight how the paper links to, or assists with:: • compliance • partnership services • risk management • strategic plan • new opportunity/change	
Resource implications:	Yes / No **If yes, please specify**:
Risk implications:	Yes / No **If yes, please specify:** Operational: Organisational:
Equality and Diversity implications:	Yes/No **If yes, please specify:**
Consultation: [staff, students, UHI & Partners, External] and provide detail	

Status – [Confidential/Non confidential]	Non confidential
Freedom of Information Can this paper be included in "open" business* [Yes/No]	Yes
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Campus Services Report

Soft FM and Contracts

Pristine Audit scores have been in mid-90%. However, we have seen a slight dip in performance following the students return. This has been addressed at the weekly cleaning meeting and Pristine has raised that students are not clearing away their waste when leaving the social areas of the main campus.

College transport

Pool car utilisation still in the mid 90's. The use of EV chargers has dropped technical issues with equipment. Estates have been working with procurement to secure a new maintenance contract. Currently at evaluation.

Leasing Agreements

- An-lochan lease fully operational. Water management system being reviewed following EO House outbreak.
- Burnett road lease, working with landlord on early exit of lease. Currently in discussion on dilapidation report issued by Landlords solicitor. Exit date 4th May 2026.
- Harbour Rd. Sustainable Construction Centre, Operational. Awaiting funding to be released to progress with second phase.
- Property Transactions Procedure. To be developed to approve a procedure setting out required steps for all property leases, purchases and disposals, including mandatory District Valuer (DV) valuations for related-party or material transactions. First draft to be issued March 2026.

Storm damage

Both campuses had fallen trees and grounds damage following both named storms this year. Estates and Balloch staff progressing plan to fell the last damaged tree.

Hard FM, GTFM

The working relationship between GTFM and the college team has been under strain due to several long-term issues. Key Areas

1. Speed of response. etc fire management system enquires.
2. Handover procedures relating to life cycle activities. No clear handover and quality review.
3. Project management.
4. Contract management.

Several meetings between EMT and GTFM senior management team have been undertaken.

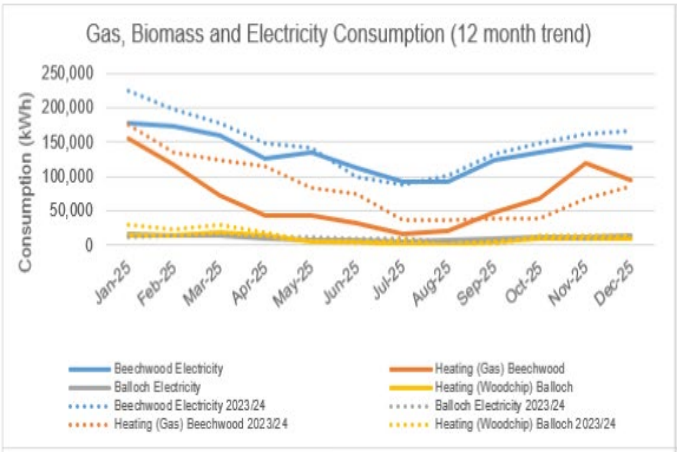
- Ross Scobie New Operations Manager joined IC & GTFM January monthly meeting.
- LED lighting install. First floor will be completed by end 2026.

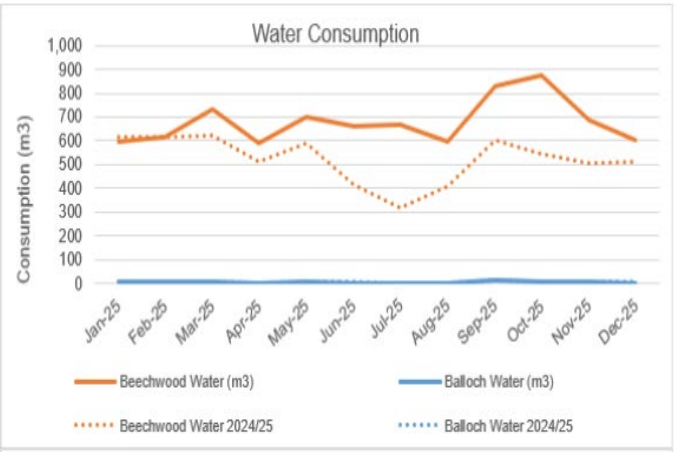
Day to day business has improved with a good collaborative approach from IC contact officer and GTFM's FM manager.

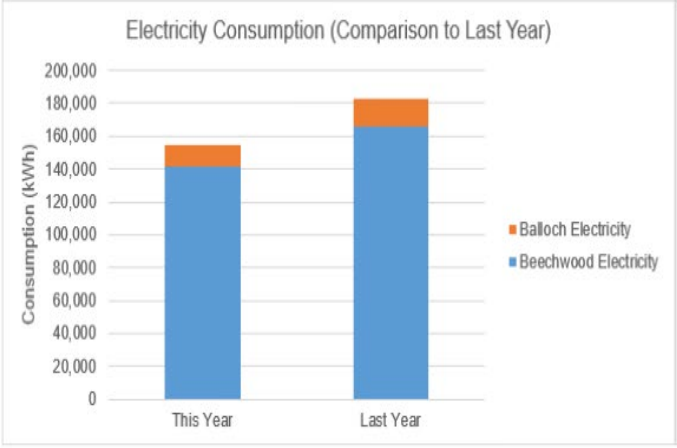
Carbon Management Plan

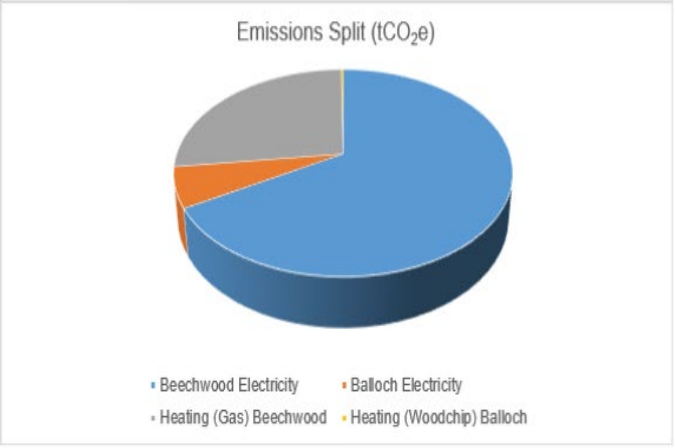
The Inverness College Carbon Management plan has been developed by the Estates team and GTFM our FM contractor.

GTFM produces a monthly utility report for scrutiny at the IC GTFM Monthly Operations Meeting chaired by the Director of Finance and Estates. Changes to the buildings heating settings to favour gas consumption over electrical systems has shown an improved financial position.

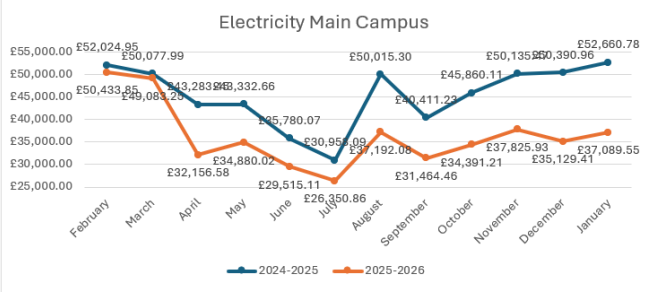


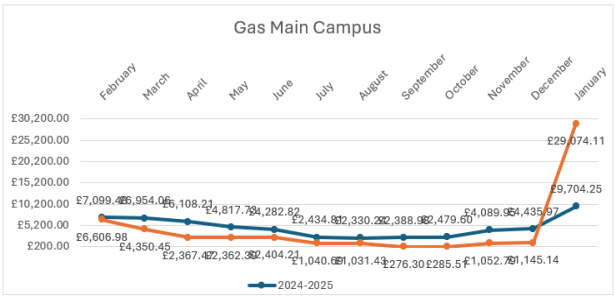


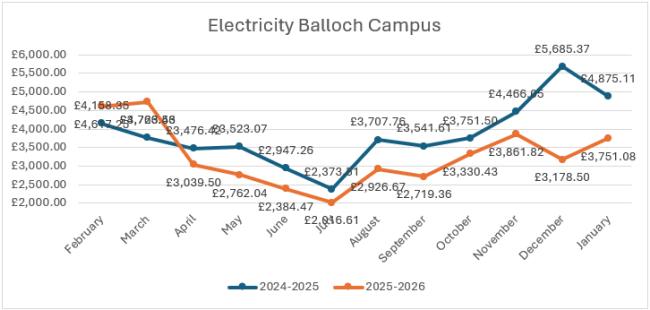




Finance







Wood chips consumption has dropped from 33 to 23 T in last year with saving £3,014.

Waste Management

Northern recycling performing well. With 80% of our waste being recycled. The other 20% of general waste is sent for Waste to energy. Therefore, zero waste to land fill. Key focus to reduce general waste volume. Contract is up for renewal May of 2026.

Capital Project and Campus Management Capital Projects Update

Green Technology

Estates have been supporting engineering on equipment upgrades and installation over the last few months.

G10 - new benches awaiting delivery.

G9 – New guillotine currently at evaluation stage.

G29 – Awaiting planning permission for battery install.

LRC student social space.

First phase complete. Phase will two be installing of new furniture and ICT equipment.

Harbour Rd Sustainable Construction Centre Lease.
Project board has been established to deliver this option. Teaching commenced 20th May. Project board awaiting secured funding to be released to allow them to continue with facility development.

Leasing Agreements
An Iochan: Lease in Place. Lease break at 3 years of 5 years. 18 months' notice Est Sept 2026.
Sustainable Construction Centre: 10-year lease has been secured. Building has been utilised since 14th May. Project board has been set up to manage further developments. Currently awaiting SFC to release funding to progress next phase.
Burnette Rd, Dilapidation report from Landlord being challenged by Estates department. Lease ends 30th April 2026.

New Land or Lease Purchase Procedure
Develop an approve procedure setting out required steps for all property leases, purchases and disposals, including mandatory District Valuer (DV) valuations for related-party or material transactions, Valuation checkpoints, governance gates, schedule of conditions and lease break points. Process will be approved under quality procedures system.

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Subject/Title:	Freedom of Information Annual Report 2025
Author: [Name and Job title]	Ludka Orlowska-Kowal Governance Officer
Meeting:	F&GP Committee
Meeting Date:	05 March 2026
Date Paper prepared:	25 February 2026
Brief Executive Summary of the paper:	As a public authority, UHI Inverness is required to comply with the Freedom of Information (Scotland) Act 2002 which gives everyone the right to ask for any information which we hold. The FGP Committee is provided with the following information in regard to the FOI Annual Report 2025: • Number and format of requests • Source and types of requests • Response time & fees • Exemptions used • Internal/external reviews • Environmental requests
Action requested: [Approval, recommendation, discussion, noting]	For Discussion

Link to Strategy: Please highlight how the paper links to, or assists with: □ compliance □ partnership services □ risk management □ strategic plan □ new opportunity/change	Compliance – FOI and legislation
Resource implications:	Yes / No **If yes, please specify**: Organisations can be fined if response times are not adhered to.

Risk implications:	Yes / No **If yes, please specify:** Operational: Organisational: Organisations can be fined if response times are not adhered to – reputational damage.
Equality and Diversity implications:	Yes/No **If yes, please specify:**
Student Experience Impact:	Yes/No If yes, please specify:
Consultation: [staff, students, UHI & Partners, External] and provide detail	N/A
Status – [Confidential/Non confidential]	Non-Confidential
Freedom of Information Can this paper be included in "open" business* [Yes/No]	Yes

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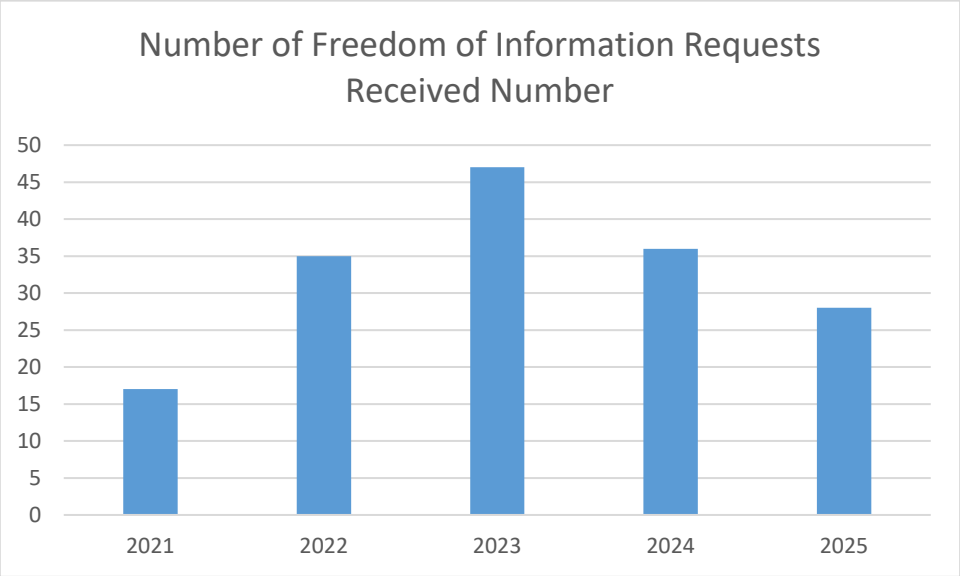
FREEDOM OF INFORMATION

As a public authority, UHI Inverness is required to comply with the Freedom of Information (Scotland) Act 2002 which gives everyone the right to ask for any information which we hold.

Information Requests

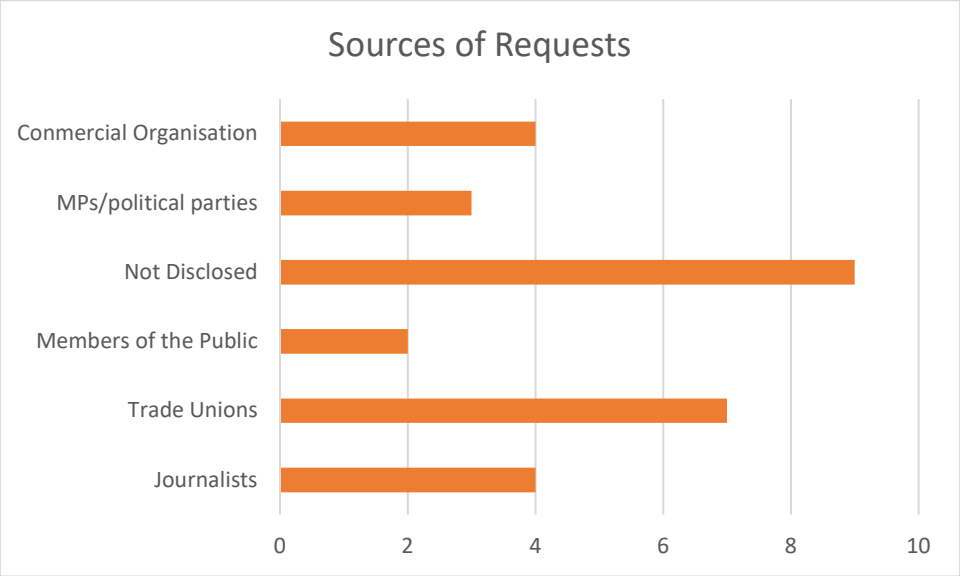
In 2025, the number of Freedom of Information Requests, 28 received, has dropped on the previous year 2024 when 36 requests had been received. All requests, bar one, had been completed. The outstanding request was due to no information submitted by the requester after a clarification email was sent out.



Format of Requests

Since 2017, all requests are being made via email with most being sent directly to the Freedom of Information Email address. Where requests are made to others within the organisation, there is knowledge of the policy and requests are forwarded to the Freedom of Information Officer.

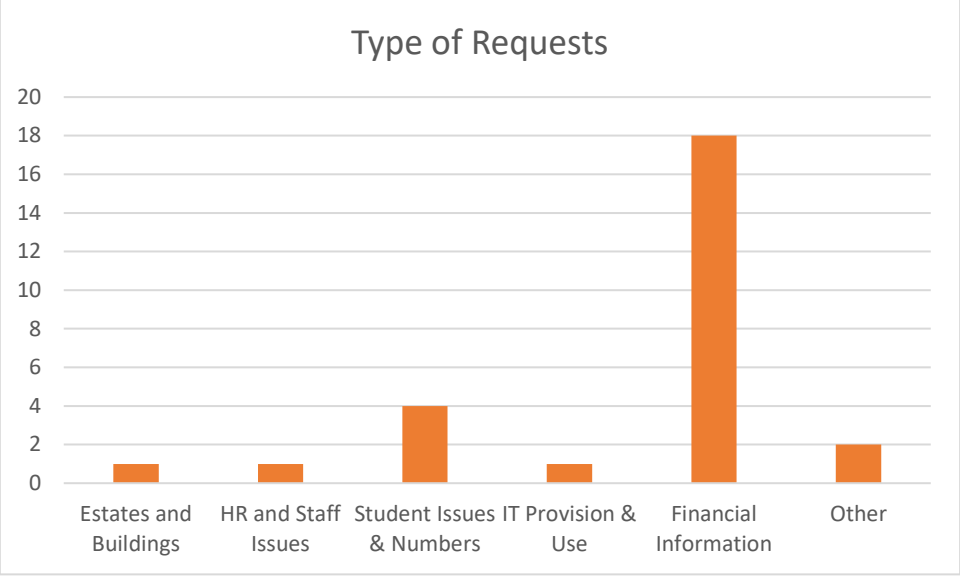
Source of Requests



Most of the requests in 2025 were received from sources Not Disclosed, Trade Unions, Journalists and MPs/political parties.

Type of Requests

The type of requests received within 2025 can be identified within the following areas:



These requests can be further defined as requests for information pertaining to:

- Estates and Buildings relating to:
    - Print management & energy consumption
- HR and Staff Issues relating to:

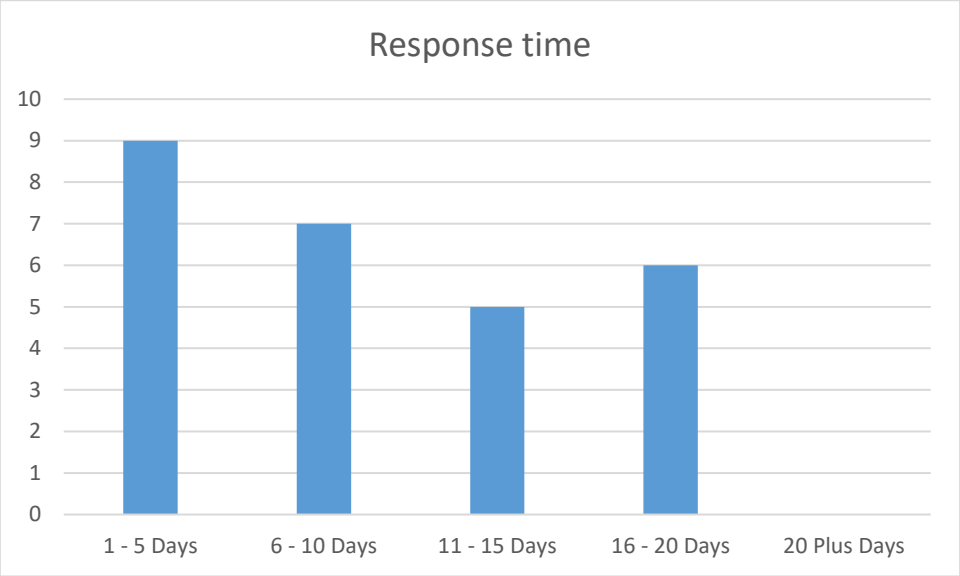
- Staff cost

- Student Issues and Numbers relating to:
  - Academic misconduct
  - Student debt
  - Student disciplinaries
  - Student progression routes

- IT Provision and Use relating to:
  - IT network

- Financial Information relating to:
  - Procurement
  - UNISON subscriptions
  - Salary bands
  - Suppliers payments
  - Cost of internal & external legal services
  - Pay bargaining
  - Budget and staff numbers
  - Budget and fixed costs
  - Contracts to BDS consumer boycott list
  - Salary increases for senior managers
  - Deficit and campus closures
  - Topslice information

Response Times



We are required to respond to all requests for information within 20 working days and we strive to ensure that all requests are responded to as promptly as possible: with the average response time for 2025 being 9 days, which is the exact same response time as in 2024. In 2025 all responses were provided within the statutory time.

Fees

There were no fees charged by us for any FOI request within the year 2024.

Responses

In 2024 there were 16 instances where we were able to disclose in full the information which was being requested. There were 5 instances where we had to fully withhold the information based on exemptions applied and there were 6 instances where we were able to provide partial information to the requester with exemptions being applied to some of the information being sought.

Exemptions Applied

Within 2025 the following exemptions were applied to requests:

- S17. Information Not Held (applied 5 times)
- S38(1)b Personal Information – 3rd Party (applied 4 times)
- S30(b)(i). Prejudice to conduct of public affairs (free and frank advice) (applied 1 time)

Reviews

Where a requester is not satisfied with our response, they are able to request a review of our decision. During 2025 1 review of the decision was requested which was upheld.

ENVIRONMENTAL REQUESTS

The Freedom of Information Act (Scotland) 2002 does not apply to environmental information. However, the Environmental (Scotland) Regulations provides similar rights to request information that may affect the environment.

We have no requests under the Environmental (Scotland) Regulations within 2025.